Despatch Date: Tuesday 10 March 2015

Agenda for a Meeting of: Cabinet

Date and Time of Meeting: Wednesday, 18 March 2015 at 7.00 pm

Place of Meeting Council Chamber, Civic Centre, Esher

Please note venue

Principal Committee and Member Services Officer: Mrs. T. Hulse
Direct Line: 01372 474175 E-mail: thulse@elmbridge.gov.uk

Members of Cabinet:

J. O’Reilly
T.G. Oliver

J. Browne
Mrs. C.J. Cross
G.P. Dearlove
Mrs. C. Elmer

A. Kelly
Mrs. D.M. Mitchell
Mrs. R. Mitchell
Mrs. M.C. Sheldon

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Access to Historical Information Relating to Reports

Please note that the items within this Agenda will usually have an historical context and therefore may have been considered previously by the Council, Cabinet or its Committees. Whilst reports appearing on this Agenda will include a background summary, Members may wish to appraise themselves of the more detailed historical context and to do this may wish to view previous reports / minutes on the matter which are available via the Council’s website: www.elmbridge.gov.uk or intranet, either by searching on the relevant topic or by committee reports. Copies of particular reports can be provided on request from the Committee and Member Services contact shown on the front of the Agenda.

Part I Items

1. 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 and / or

(ii) other interests arising under the Code of Conduct

in respect of any item(s) of business being considered at this meeting.

2. Minutes of the Cabinet meetings held on 7 January and 11 February 2015 (Pages 299-307 and 333-416 respectively) (to be signed)

(Please note: the Minutes are as published online and circulated in the 25 February 2015 Council Agenda.)

Community Development

3. Enterprise Elmbridge Action Plan 2015-17 5 - 16

Environment


Housing


Leisure

Regulatory Affairs

8. Development Management Plan

Resources

9. Award of Mechanical and Electrical Maintenance and Reactive Repairs Contract

Please note: Included within this report (Appendix A page 317), and printed on grey paper, is exempt information, which is not for disclosure to the press and public by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

If this is to be debated, the Cabinet will be asked to consider it in camera, having first resolved to exclude any members of the press or public present.

Social Affairs

10. Adoption of the Voluntary and Community Sector Support and Volunteering Strategy in Elmbridge 2015-18

11. Review of Elmbridge Borough Council run Children's Centres
EXECUTIVE SUMMARY:

Elmbridge is an economically resilient area. Changing national policy means that economic development over recent years has become a top priority for the authority.


This report sets out the Enterprise Elmbridge Action Plan 2015-2017 (Appendix A), and key economic data for the Borough (Appendix B).

RECOMMENDED: THAT

(A) THE WORK PROGRAMME AS SET OUT IN APPENDIX A BE APPROVED;

(B) CABINET SUPPORTS THE CREATION OF AN ELMBRIDGE START UPS FUND FOR LOCAL BUSINESSES, WITH £50,000 TO BE ALLOCATED FROM THE EXISTING ELMBRIDGE CIVIC IMPROVEMENT FUND; AND

(C) THE ELMBRIDGE CIVIC IMPROVEMENT FUND BE EXTENDED FOR 2 YEARS UNTIL 31 MARCH 2017.

REPORT:

1 Background and context

1.1 Since the early 1990s Surrey’s economy has grown at above the national average rate putting it among the top performers in the UK, with high and stable employment rates and high levels of skills.

Being close to London and the international airports at Heathrow and Gatwick has helped Surrey to become one of the most affluent and successful counties in the UK.

With a Gross Value Added (GVA) of £30.3 billion, Surrey is the largest sub-regional economy in the South East. Surrey outperforms GVA levels seen in Birmingham (£20.8bn), Leeds (£17.9bn), and Liverpool (£9.1bn).
However, the 2008/09 financial crisis changed the economic and business environment across the UK and beyond, and medium prospects for growth appeared weak for Elmbridge. Budgets were, and are, tight and financial constraints mean a fresh approach to public policy that places a responsibility on local authorities to find new, more innovative ways of supporting sustainable economic growth.

In order to meet this requirement, the Council repositioned its relationship with local businesses and its commitment to help shape the future of the local economy with the adoption of the first Enterprise Elmbridge Action Plan (October 2012).

1.2 Enterprise Elmbridge 2012

The adoption of the Enterprise Elmbridge Action Plan 2012 recognised that the Elmbridge economy faced some key challenges with the withdrawal of Business Link, access to finance, oversupply of commercial floorspace, demands on local infrastructure and competition from neighbouring town centres and online retailers.

The 2012-15 action plan delivered a range of support to the Borough’s businesses and high streets with highlights including:

- The inaugural Elmbridge Food Festival attracting approx. 9,000 visitors over the weekend.
- Supporting business growth with the Enterprise Elmbridge ‘Open for Business’ event linking companies and support providers.
- Facilitating training and information sessions for local businesses, including a Google ‘Getting Business Online’ session.
- Supporting our independent retailers through the ‘Shop Local’ campaign and grants and the Independent Retailer of the Year awards.
- Offering in-house apprenticeships for local young people and recruiting young people currently not in education, employment or training in the last two years.
- Offering training for local businesses and employees on issues such as food hygiene and safety.
- Promoting the area as a tourist destination through the development of the Discover Elmbridge brand.

At a local level our economy has demonstrated considerable resilience and strength over the past 10 years however the national economic position is still uncertain. Even at the end of 2014, the UK economy is still showing signs of soft growth with the ongoing issues in the Eurozone, the US economy faltering and a general lack of confidence having a detrimental effect on financial markets across the world.

Although the possibility of a further recession is now less likely as the UK slowly returns to growth it remains to be seen whether the recent global warning lights pull the economy away from the expected recovery in 2015-16.
2 Enterprise Elmbridge 2015-2017

2.1 The Enterprise Elmbridge Action Plan sets out a strategy for sustainable economic growth over the next 2 years. It outlines key actions where the Borough Council and partner organisations can play a central role in supporting our businesses, town centres and growth sectors.

This action plan has been developed following engagement with local businesses, networks and partner agencies. It builds on the evidence base provided by the Elmbridge Commercial Property Market Study (2014), Elmbridge Retail Assessment (2006) and Town & Village Centres Audit (2012) to address economic barriers and build on the areas strengths and economic opportunities.

2.2 Elmbridge’s Economy

The Elmbridge economy generates £3.2bn in Gross Value Added (GVA), with 7,700 businesses and approx 56,000 employees. The economic base is built on a strong and thriving small business community and is not dependent on any one sector or large employer. The area has a long-standing reputation for business growth and resilience with supportive town centres and local amenities.

Elmbridge benefits from superb connections with access to the strategic road network (M25, M3, A3), direct rail connections into London, to Europe via St Pancras International and a location between both Gatwick and Heathrow Airports.

The Elmbridge economic base is supported by strengths including:

- A GVA of £3.2bn, equating to 10.4% of output in Surrey compared to 9.5% of jobs suggesting above average productivity.
- Above average levels of business births with 975 business births compared to a Surrey wide average of 653 births in 2012.
- The largest business base across the county with 13.4% of total Surrey businesses.
- Experian forecasts of net growth of 11,900 jobs from 2013 to 2026 (13.8%).
- Strengths in growth sectors such as professional services, computing & information services and recreation, accommodation & food services.
- 52.5% of 16-64 olds residents educated to degree level or above (compared to 34.2% nationally).
- Supportive town centres and local amenities with vacancy rates below national and regional levels: Walton (2%), Weybridge (4.5%), Cobham (1.6%), East Moseley (5.9%), Esher (2.8%), Hersham (6.6%).
- Strong collaborative business networks.

In contrast to these very positive elements that make up the economic strengths of Elmbridge there are also a number of challenges including:

- Online and offline challenges to the strength and success of our town & village centres (IMRG online retail association estimates £107bn was spent online in 2014 equating to 21% of retail sales).
A tight employment market and high levels of out-commuting among the highly skilled (Net out-commuting of approx. 15,000).
A largely static total output (GVA) since 2008.
A business survival rate behind the Surrey average in years 1 & 2.
A lower ratio of total employment to working age population than Surrey or Local Enterprise Partnership area comparators (Elmbridge: 0.82, Surrey/Ent M3 LEP: 0.87/0.88).
15% vacancy rate for office space & 19% vacancy rate for industrial space.
Seventy 18-24 year olds claiming Job Seekers Allowance (Jan 2015).
Lower proportion of companies in each employment size band over 10 employees than Surrey comparators.

In order to meet the ongoing economic challenges the Enterprise Elmbridge Action Plan 2015-2017 (Appendix A) provides an opportunity to support our town centres, build on our key business and tourism assets, support our young people’s skills development and overcome barriers to growth to ensure we remain a borough people aspire to belong to with strong connectivity, world-class businesses and high quality facilities.

2.3 Elmbridge Start Ups

A key aspect of the Council’s commitment to economic growth has been through its business grant scheme, the Elmbridge Civic Improvement Fund (ECIF). Since its inception in 2009, the scheme has approved 160 applications to help provide funding to local businesses totalling over £560,000. Since April 2014 alone, over £110,000 has been awarded to 32 businesses.

In total, local retailers across the Borough have benefited from an investment of over £1,000,000 into the high street improvements since 2009 through ECIF and Community Connect grants as well as funds allocated to Walton High Street, Street Lighting and Shop Local.

However, under the current terms of the scheme, grants cannot be given to business start-ups. The number of businesses starting in Elmbridge is significantly higher than other Surrey Boroughs, with Elmbridge new businesses accounting for 13.5% of all new businesses across Surrey in 2012. Of those new businesses in 2012, 89.7% of the Elmbridge businesses survived their first year. In contrast to the number of new businesses in Elmbridge, the number of business deaths is significantly higher than other Surrey Boroughs. With 855 business deaths in 2012 Elmbridge has been consistently the second worst across Surrey.

It is therefore proposed that money from the Elmbridge Civic Improvement Fund is used to create a separate scheme known as Elmbridge Start Ups. The aim of the scheme would be to support new businesses starting up in the Borough, with the fund helping to reduce the number of business deaths. The fund would allow new businesses to access up to £1,000 towards start-up costs.
The proposed criteria for the funding would be:

- Up to £1,000 one off grant towards start-up costs, which could include marketing costs, purchasing of equipment or anything that would help a business to start operating in Elmbridge.
- The fund will not cover any on-going costs, staffing or professional fees
- Businesses would need to be in the initial start-up phase or have been operating for 6 months or less.
- Businesses who have been operating for more than 6 months should consider applying to ECIF.
- Businesses will need to provide a business plan and must operate within the Borough of Elmbridge.

Ineligible criteria includes:

- Community groups, not for profit organisations, individuals, social enterprises, statutory bodies e.g. Parish Councils are not eligible to apply into this funding scheme.
- The scheme will not fund the ‘running costs’ of any business including: rent, utilities, travel costs or salaries.
- Grants are not awarded retrospectively and therefore no previous purchases can be applied for.

A limit of £1,000 has been applied in recognition of the higher levels of risk associated with business start-ups. It is proposed that a sum of £50,000 be set aside from the existing ECIF fund for the Elmbridge Start Ups Scheme.

2.4 Measuring Progress

The action plan identifies a range of projects and actions to be delivered between 2015-17. SMART objectives and key economic data will be monitored over the plan period to ensure progress, review actions and identify any further opportunities to support priority areas.

Alongside the SMART objectives in the Enterprise Elmbridge Action Plan, we will also monitor four key economic measures to evaluate how the action plan has impacted overall. These measures include:

- Retain position in top quartile for the number of active businesses in the County. (Elmbridge: 7,700 active businesses)
- Retain position ahead of the South East and National comparators for average Borough wide retail vacancy rates. (Elmbridge: 3.9%, South East: 8.9%, England: 11.7%)
- Retain position within the top quartile for the number of business births in the County. (Elmbridge: 975 business births)
- Retain position ahead of the County, South East and National comparators for employment rates (aged 16-64). (Elmbridge: 78.7%, Surrey: 75.4%, South East: 76.0%, England: 72.4%)
Financial implications:
If more funding is required following the extension of the Elmbridge Civic Improvement Fund to 31 March 2017 then a separate report will be presented to Cabinet for consideration.

Environmental/Sustainability Implications:
Economic development contributes to sustainable communities. Specific scheme such as the ‘Shop Local’ campaign and grants can contribute to customers buying produce locally, reducing vehicle trips.

Legal implications:
None

Equality Implications:
None

Risk Implications:
Failure to promote economic growth could result in a reduction in business rate revenues, which under new legislative proposals could affect Council income.

Community Safety Implications:
None

Principal Consultees:

Background papers:
None

Enclosures/Appendices:
Appendix B: Key Economic Data

Contact details:
Doug Perkins, Economic Development Officer
E: dperkins@elmbridge.gov.uk T: 01372 474176
### Appendix A: Enterprise Elmbridge Action Plan 2015-2017

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action</th>
<th>Timescales</th>
<th>Delivery Lead</th>
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<tbody>
<tr>
<td><strong>Enterprising Elmbridge</strong></td>
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<tr>
<td>Accelerating SME business growth</td>
<td>To deliver 3 business master class events on leadership, marketing &amp; international trade to support 50 small and medium-sized businesses grow.</td>
<td>Sept 2015</td>
<td>Economic Development Officer, Organisational Development</td>
</tr>
<tr>
<td>Improving business start-up and survival rates</td>
<td>Develop support for business start-ups through the Elmbridge Civic Improvement Fund.</td>
<td>April 2015</td>
<td>Policy Manager, Organisational Development</td>
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<tr>
<td></td>
<td>To invest in and support 40 independent retailers with Elmbridge Civic Improvement Fund Grants.</td>
<td>By Mar 2016</td>
<td>Policy Manager, Organisational Development</td>
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<td></td>
<td>To develop a ‘Retail Welcome pack’ to engage and support new entrants to the high street with contacts, grants, networks and support.</td>
<td>March 2015</td>
<td>Economic Development Officer, Organisational Development</td>
</tr>
<tr>
<td>Support local food businesses comply with food safety legislation.</td>
<td>To offer 4 Level 2 food hygiene courses per annum.</td>
<td>March 2016</td>
<td>Principal Environmental Health Officer, Environmental Health and Licensing</td>
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<td></td>
<td>To deliver 25 on line food hygiene training courses per annum.</td>
<td>On-going</td>
<td>Principal Environmental Health Officer, Environmental Health and Licensing</td>
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<td><strong>Elmbridge at Work</strong></td>
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<td>Directly support local people into employment</td>
<td>To review and develop the Elmbridge Apprenticeship Scheme.</td>
<td>March 2015</td>
<td>Economic Development Officer, Organisational Development</td>
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<td><strong>Discover Elmbridge</strong></td>
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<tr>
<td>Description</td>
<td>Details</td>
<td>Timeframe</td>
<td>Responsible Officer(s)</td>
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<td>Promote Elmbridge as a tourist destination</td>
<td>Explore the possibility of developing a micro-site for Discover Elmbridge, to promote Elmbridge as a tourist location and support local visitor attractions</td>
<td>March 2016</td>
<td>Economic Development Officer, Organisational Development</td>
</tr>
<tr>
<td>To develop 5 ‘hidden gems’ video clips for use with Discover Elmbridge social media channels</td>
<td></td>
<td>July 2015</td>
<td>Economic Development Officer, Organisational Development</td>
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<td>To develop 5 themed tourism package itineraries to target car, walking, heritage enthusiasts, business and friends/family tourism visitors to the Borough</td>
<td></td>
<td>By July 2015</td>
<td>Economic Development Officer, Organisational Development</td>
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<td>To deliver an expanded (40+ stalls) Elmbridge Food Festival</td>
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<td>Sept 2015</td>
<td>Policy Manager, Organisational Development</td>
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<td>Economic Development Officer, Organisational Development</td>
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<tr>
<td>To deliver a series of initiatives to celebrate and promote the Rugby World Cup 2015</td>
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<td>By Oct 2015</td>
<td>Leisure Development Manager, Leisure and Cultural Services</td>
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<tr>
<td>Develop and implement a borough wide Heritage Strategy</td>
<td></td>
<td>By March 2016</td>
<td>Heritage, Landscape and Tree Manager, Planning Services</td>
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<tr>
<td>Enhancing the quality &amp; distinctive identity of our town centres</td>
<td>To co-ordinate and deliver a pilot high street art/culture programme</td>
<td>May 2015</td>
<td>Leisure Development Manager, Leisure and Cultural Services/Other Officer</td>
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<td></td>
<td>To deliver the independent retailer of the year competition</td>
<td>May-August 2015 &amp; 2016</td>
<td>Economic Development Officer, Organisational Development</td>
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<tr>
<td><strong>Sustainable Elmbridge</strong></td>
<td>To co-ordinate and deliver 2 shop local campaign initiatives to support national Independence Day and Small Business Saturday</td>
<td>National Independence Day – 4 July, Small Business Saturday – 5 Dec</td>
<td>Economic Development Officer, Organisational Development</td>
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<td>To support, if required, development of a Business Improvement District</td>
<td>On-going</td>
<td>Economic Development Officer, Organisational Development</td>
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<tr>
<td>To create an arts walk/tour around cultural facilities</td>
<td>By Oct 2015</td>
<td>Leisure Development Manager, Leisure and Cultural Services</td>
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<tr>
<td>To undertake baseline healthchecks for the Borough’s ‘town &amp; district centres’ to evidence performance and progress</td>
<td>Feb 2015</td>
<td>Economic Development Officer, Organisational Development</td>
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</table>

**Unlocking development opportunities to meet housing, infrastructure and business needs**

<p>| To commence redevelopment of Waterside Sports Hub to provide a fit for purpose sports hub | Oct 2015 | Head of Asset Management &amp; Property Services, Asset Management &amp; Property Services/Leisure and Cultural Services |
| To work with a mixed use agent on the Stompond Lane site to ensure a financially feasible development in keeping with the surrounding area | March 2016 | Head of Asset Management &amp; Property Services, Asset Management &amp; Property Services |
| To assess feasibility and progress plans to release one surplus council-owned site as identified in the Asset Management Plan for affordable housing | March 2016 | Head of Asset Management &amp; Property Services, Asset Management &amp; Property Services |</p>
<table>
<thead>
<tr>
<th><strong>Continue to allocate Community Infrastructure Levy to support improvements in local infrastructure to mitigate impacts of development</strong></th>
<th><strong>On-going</strong></th>
<th><strong>Infrastructure Delivery Co-ordinator, Planning Services</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote growth in sustainable locations across the borough</td>
<td>Explore the possibility of developing a micro-site for Enterprise Elmbridge, encouraging investment and business development within the Borough</td>
<td>March 2016</td>
</tr>
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</table>

**Connected Elmbridge**

| **Engage & retain strategic employers** | To attend 4 Elmbridge Big Business Group meetings to engage & feedback to large employers | On-going | Economic Development Officer, Organisational Development |
| **Promoting an open for business culture** | To undertake 6 networking/liaison meetings with key partners/stakeholders to promote an open for business culture | On-going | Economic Development Officer, Organisational Development |

**Partnership Working**

In addition to the above actions, Surrey County Council and the Enterprise M3 Local Enterprise Partnership (LEP) will continue to support businesses across the area through the development of:

- A Business Growth Hub to support business development across the LEP area (Enterprise M3 LEP)
- An Invest in Surrey action plan to support and attract new investments into the County (Surrey County Council)
Appendix B: Key Economic Data

- £3.2 billion Gross Value Added
- 55,900 Employees
- 7,700 Businesses

- Resident population of 132,200
- Net out-commuting estimated to be approx. 15,000
- Sector strengths in professional, scientific & technical, information & communications, wholesale and arts/entertainment/recreation

- 52.5% of residents aged 16-64 educated to degree level or above
- Median resident earnings of £695 per week
- 82.5% of 16-64 residents economically active
- 12.4% jobs growth between 1997 - 2013

- 85% of employment in SMEs
- 975 new business starts in 2012
- 17.9% of residents are self employed
- Average town centre vacancy rates of 3.9%
- 91.8% of business classified as micro enterprises
EXECUTIVE SUMMARY:

The Council is one of four Surrey districts that have entered into an agreement to jointly procure a single waste collection contract to deliver high quality, innovative and cost effective services. A Joint Committee has been established to oversee the procurement and to develop key procurement and tender documents. The Joint Committee has steered and overseen the development of a joint Service Specification which it is commending to each Council to agree prior to commencing procurement. The procurement process allows for the further development of the Specification in response to proposal and innovation from prospective service providers, the results of which will be brought back to the Council when considering the award of the contract.

RECOMMENDATION: THAT CABINET:

(A) APPROVE THE JOINT CONTRACT SPECIFICATION, FOR THE PROCUREMENT OF A JOINT WASTE COLLECTION CONTRACT.

(B) GRANT DELEGATED AUTHORITY TO THE STRATEGIC DIRECTOR, IN CONSULTATION WITH THE PORTFOLIO HOLDER, TO MAKE ANY MINOR AMENDMENTS TO THE SPECIFICATION THAT MAY ARISE FROM ITS CONSIDERATION BY THE PARTICIPATING AUTHORITIES.

REPORT:

Background:

1. The Council was one of four Surrey waste collection authorities that together with Surrey County Council signed an Inter Authority Agreement (IAA) for the joint procurement of a single waste collection contract. The procurement of a joint contract is expected to offer significant financial and service benefits, estimated at up to £2 Million to be shared by participating Councils in accordance with the IAA. The Council agreed the IAA at its meeting of 4 December 2013. The Council is the Lead Authority under the IAA.

2. The IAA sets out the general financial and legal obligations for a shared procurement process including the delegation of certain procurement matters to a Joint Committee and a Project Team. Further to the completion of the procurement project the Joint Committee is to recommend the award of the Contact to the successful prospective Service Provider.
3. Under the terms of IAA the Joint Committee has considered and agreed a number of key procurement documents, including the Procurement Strategy, and Tender Evaluation Model. The IAA includes an outline of the waste services to be procured, although the approval of the Services Specification remains a matter for each Council.

4. This report therefore updates Cabinet on the project including the Procurement Strategy and Tender Evaluation Models, as agreed by the Joint Committee, and asks the Cabinet to recommend the Service Specification is agreed by the Council. Cabinet will note that under the terms of the IAA, the award of the Contract is a matter for each Council to consider.

**Procurement Strategy:**

5. The **Procurement Strategy** was approved by the Joint Committee on 1 September 2014. The Strategy sets out key aspects of the procurement in particular, the contract type and ‘package’ and the procurement route to be followed in order to get the very best offer for the contracted work.

6. **Contract Type & Package:** The Committee agreed an initial term of 8 to 10 years, which allows for a ‘staggered’ start as the service starts in each Council area. After the initial term the Contract may be extended with flexible extensions, of any period, up to a total 24 year-term. The procurement and contract approach is to specify the ‘output’ or outcomes of the services that are to be delivered together with the performance standards to be achieved. The prospective service providers will be expected to develop best practice methods to provide high quality cost effective and state these in method statements, which, once agreed, will form part of the Contract.

7. **Procurement Route:** The Contract is to be procured via the Competitive Dialogue (CD) process. This is a staged approach which allows prospective service providers to set out their expertise and innovative ideas for service delivery in predetermined areas which can be evolved and refined in structured dialogue sessions. This is particularly helpful where there are a number of alternative ways of delivering aspect of the service. Elements which have been identified as areas for inclusion in the dialogue phase include: mobilisation plans; performance and pay mechanisms; depots; delivery of a commercial waste service; application of modern ICT systems for service efficiency and effective customer services.

8. **Other Surrey Districts:** The procurement and resulting Contract is to allow for other Surrey districts to join the Contract by a process of negotiated entry based on existing Contract prices. It is likely that the growth of the Contract could offer further saving opportunities for each Council. The joining authority would meet any associated one-off costs, whilst benefiting from the on-going efficiencies available through the joint Contact.

**Tender Evaluation Model:**

9. The **Tender Evaluation Model** was developed by a Member Task Group of the Joint Committee, which was subsequently approved by the Joint Committee on 1 December 2014. The Model sets out key aspects of the evaluation
processes in particular, the shortlisting and deselecting of prospective suppliers and the processes of evaluating the value for money and quality of the tenders and method statements. It takes into account the Procurement Strategy, the Inter Authority Agreement and, feedback from all partners and advice from procurement specialists.

10. In line with the long-term partnership approach for the Contract and the need to secure a quality service, the Model has been designed to ensure that there is a balance between cost and quality, signalling to the market the high quality of service desired. During evaluation 50% of the marks will be given for quality and 50% for price. The quality will be assessed by a thorough assessment of the following attributes within the tender submission, Method Statements and dialogue proposals and outcomes: Capacity 16%; Service Delivery Methods 12%; Service Health and Safety 4%; Operational Approach 8%; Management and Culture 10%.

Service Specification:

11. The Contract Service Specification is developed and evolves as part of an iterative process within Competitive Dialogue procurement route. The starting point is a Service Specification included within the tender documents that describes the services that are to be provided and sets the performance standards to be achieved. This approach gives the service providers the opportunity to innovate, suggest best practice and use cost effective methods of operation. The Method Statements, negotiated matters etc of the successful bidder would all form part of the Contract. In accordance with the IAA, the decision to award the Contract is to be made by the individual Councils based on the final Contract Service Specification.

12. A Service Specification for the tender documents has been prepared by the Project Team supported by specialist consultants, and included user consultation by way of a focus group initiative. At its meeting of 29 January 2015, the Joint Committee considered a Service Specification and has commended the Service Specification (link) to each Council for agreement.

13. The Specification is in line with the current service offered by the four IAA signatory Councils which are very similar already. In order to maximise the opportunities for economies of scale the services should be further aligned, wherever possible, to a single service offer to the customer. This will make cross boundary working more feasible and communication of the services across the area simpler and more cost effective.

14. The Specification includes a number of potential minor service changes for the Council which are considered necessary for uniformity of service in all Council areas and/or necessary to minimises cost whilst improving quality. These are detailed below. However, Members will note the Specification is expected to evolve as a result of the Competitive Dialogue process, after which the final Contract Specification will be considered by each Council when asked to award the Contract.
15. **Commercial Waste Service:** The Specification includes provision for the service provider to utilise the contract assets i.e. vehicles and depots to offer a commercial waste collection service in the contract area, subject to certain requirements such as equipment vehicles with ‘on board’ weighing technology. The provision allows the service provider to operate the service under a ‘profit sharing’ agreement that would be subject to negotiation under the competitive dialogue process. It is thought the inclusion of commercial waste collection offers an opportunity to generate an income stream to the Councils concerned whilst providing a competitive waste collection and recycling service for local businesses.

16. **Garden Waste:** The current service offered in Elmbridge includes a collection of garden waste over the Christmas and New Year holidays when historically participation levels are very low. For this reason the Specification enables the service provider to consider and propose the savings and service benefits that would arise from the suspension of the garden waste service over this fortnight to allow the vehicles to be redeployed during a period when the refuse and recycling services are subject to high / peak demand.

17. **Operational Hours:** The IAA, as agreed by the participating Councils, allows for an extended working day and week to maximise the efficient use of the vehicles and permit flexible shifts both of which would offer scope for savings and service innovation. The hours allowed for in the Specification are unchanged to those stipulated in the IAA i.e. 06:00 to 20:00 Monday to Saturday. However, prospective service providers will be asked to submit detailed method statement setting out the working days, and the extent of ‘longer days’ which may be limited to certain days and zones.

18. **Surrey Wide Services:** A number of ancillary services are included as provisional work within the Specification whereas at present the work is included within the Council’s current waste collection service contract. This ancillary work includes the collection of unwanted bulky waste items, and clinical waste. It is intended to include both these items within a surrey-wide service contract to ensure as much bulky waste is recycled and reused as possible, and to allow for the most cost effective solution to collection and disposing of clinical wastes. A separate surrey-wide contract for the processing of materials collected for recycling is also under consideration by the Surrey Waste Partnership. A surrey-wide contract will ensure the widest range of items can be collected for recycling and sorted for reprocessing at the most economical price. The outcome of this joint initiative will inform the range of materials included within the service for recycling.

19. **Textiles / Electrical Waste:** The Specification allows for the weekly collection of small electrical items, batteries and textiles. These materials are at present collected quarterly under the ‘Clothes Plus’ service in partnership with the British Heart Foundation. When considering the award of contract the Council would have an opportunity to consider the proposals and costs for the collection of these specific materials and decide upon the most appropriate service arrangements.
20. **Cleansing Performance Standards:** The street cleaning service includes the same range of services as detailed in the current cleaning operations, such as litter bin emptying, graffiti removal and street cleaning. However, rather than specify how often a litter bin is to be emptied, the Specification simply stipulates no bin is to become more than 75% full. In this way the service provider is afforded the maximum flexibility to determine when a bin is emptied rather than adhering to a fixed schedule. In the same context, the minimum standards to be achieved and maintained by street cleaning operations are stipulated rather than an arbitrary cleaning frequency for each street. The street cleansing performance standards that support the Specification, allow for a slight improvement in current target levels for detritus, and maintain current target levels for litter. However, scope exists under the Specification to raise or lower these performance standards.

**Waste (England and Wales) Regulations 2011:**

21. These regulations, which came into force on 1 January 2015, aim to improve the quality of waste entering material recycling facilities and the quality and quantity of recyclates sold on for reprocessing. To this end, the Regulations require Councils to collect waste separately for recycling (for example, in separate boxes for different materials) unless it can be demonstrated that firstly, it is not necessary to collect waste separately to improve quality and quantity of recycling, and secondly, it is not ‘Technically, Environmentally and Economically Practicable’ to collect a material separately.

22. The Waste Regulations are complicated and there is much uncertainty around how to comply with them. DEFRA has not to date provided any guidance, however, a consortium of local government networks and waste organisations have produced a ‘Route Map’ to help local authorities assess their compliance with the regulations. This has been described by the Environment Agency as good practice. Surrey County Council has used the ‘Route Map’ prepared by a WRAP led consortium as a basis for completing a compliance assessment for all of the waste collection authorities in Surrey, including Elmbridge, and it has considered how the Regulations would apply to the joint contractual arrangements under the Specification.

23. Each participating Council’s current (individual) collection system was found to be compliant with the Regulations. A sensitivity analysis was carried out to determine how sensitive the results were to the key factors that would change as a result of moving to a joint contract. These included a change to depots and tipping points for residual waste and recycling, and the reorganisation of collection rounds.

24. The comprehensive assessment concluded that changing tipping points and depot locations have little impact on the relative performance of collection systems on either economic or environmental grounds. It was not possible to assess the impacts of round re-organisation without knowing how rounds would be re-organised by an incoming joint service provider. Therefore, the results of the individual Council compliance assessments would not change under a joint contract, which would also be considered as compliant with the Regulations. Although a refinement of the assessment may be required in the light of the round and services structure under a joint contracts.
**Financial implications:** The joint waste collection contract is expected to realise on-going budget savings for each of the local authorities, while maintaining service standards. The actual saving is uncertain at this time but could be in excess of £200,000 for the Council.

**Environmental/Sustainability Implications:** The recommendations contained in this report will have the following significantly beneficial environmental implications – a positive impact on resource use, pollution reduction and the environment.

**Legal implications:** The approval of the contract specification is a matter for the Cabinet’s determination. The Council approved the terms of the Inter-Authority Agreement on 4 December 2013 and this stage of the process is identified as an in-year executive decision in Schedule 2 to the Agreement.

**Equality Implications:** None

**Risk Implications:** The Joint contract is a major service of the Council covering waste collection and street cleansing. Failure to maintain service standards would have an adverse effect on the reputation of the Council. The cost of the Contract is also a significant element of the Council’s budget and failure to manage the procurement process could result in significant legal, financial and strategic risks for the Council. Working in a joint procurement arrangement adds complexity to the procurement process and should be managed appropriately to minimize the risk to this Council.

**Community Safety Implications:** None

**Principal Consultees:** As set out in the report

**Background Papers:** None

**Enclosures/Appendices:** Appendix A: Service Specification

**Contact details:** Head of Environmental Services
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GENERAL PROVISIONS

1 INTRODUCTION AND SCOPE

1.1 This document details the Specification for the Authorities’ Waste Collection and Street Cleansing Joint Contract. The requirements of the Authorities, including operational procedures for performing the Services, should be read in conjunction with the other ITT Documents.

1.2 The Specification covers the Services within the Authorities’ Area as outlined in sections 1.2.1 and 1.2.2.

1.2.1 WASTE COLLECTION SERVICE

(a) Collection of Residual Waste from Households;
(b) Collection of Dry Recycling from Households;
(c) Collection of Food Waste from Households;
(d) Collection of Garden Waste from Households;
(e) Collection of Other Recycling Materials, such as batteries, WEEE and textiles;
(f) Collection of Dry Recycling from Bring Sites;
(g) Collection and management of Commercial Waste;
(h) Collection of Residual Waste, Dry Recycling, Garden Waste and Food Waste from Other Non-Domestic Sources;
(i) Provision, delivery, exchange and removal of Containers and Sacks;
(j) Repair, cleaning and refurbishment of Containers prior to returning to service;
(k) Out of hours response service;
(l) Emergency assistance;
(m) Delivery of communications materials to Service Users.

1.2.2 CLEANSING SERVICE

(a) Cleansing of all public highways and specified land for which the Authorities are responsible;
(b) Clearance of leaf/blossom;
(c) Enhanced cleansing;
(d) Removal of dead animals;
(e) Pavement washing and pedestrian subways;
(f) Events cleansing;
(g) Installation, emptying, cleaning and removal of street litter bins and dog waste bins;
(h) Cleaning of bring site containers, bins stores and dedicated housing units;
(i) Clearance of fly-tipped and abandoned waste;
(j) Cleansing of precincts and surface car parks;
(k) Removal of graffiti and flyposting;
(l) Cleansing of items of street furniture and signage;
(m) Removal and management of highway weeds;
(n) Out of hours response service;
(o) Emergency assistance.

1.3 The Specification is common to all Authorities. There are however Services that are not required by some Authorities in the Authorities’ Area. Details of exceptions are set out in the Appendices.
GENERAL SERVICE SPECIFICATION

2 OUTLINE

2.1 This General Service Specification is applicable to all the Services and shall apply throughout the Contract Period.

3 STRATEGIC SERVICES OBJECTIVES AND SERVICES MANAGEMENT

3.1 Output 1 (Partnering): The principles and objectives of the Partnering Charter are applied in a spirit of openness, mutual trust and cooperation.

3.2 The Authorities require a high standard of service delivery that utilises innovation and best practice;

3.3 The Service Provider and the Authorities shall work together to deliver Services that are planned for success and achieve the following key requirements:

(a) value to the Council Tax payer;
(b) high levels of customer satisfaction;
(c) the objectives, targets and actions of the Surrey Waste Partnership Joint Municipal Waste Strategy;
(d) appropriate levels of shared risk and reward;
(e) continuous service improvement;
(f) on-going efficiency savings;
(g) reduction of the carbon footprint and the environmental impacts of the Services;
(h) integration of the Services across the Authorities’ Area and with other service providers to the Authorities in the Authorities’ Area;
(i) innovation; and
(j) flexibility to adapt to changing legislation and policy.

3.4 The Service Provider shall develop and maintain the Service Delivery Plan to set out how the Services shall be provided and perform the Services in accordance with the Service Delivery Plan.

4 INFORMATION TECHNOLOGY SYSTEM

4.1 Output 2 (Information Technology System): The Information Technology System records and reports all data and information relating to the delivery of the Services.

4.2 The Service Provider shall:
4.2.1 design, develop and provide an Information Technology System that delivers operational management, monitoring and reporting on the performance of the Services across the Authorities’ Area;

4.2.2 provide an Information Technology System that:
   
   (a) is acceptable to the Authorities;
   
   (b) meets an agreed information exchange design and
   
   (c) is accessible to the Authorised Officer and all other authorised users of the Authorities.

4.2.3 measure and record data accurately and transparently for the day to management of the Contract and to report against agreed Performance Indicators as approved by the Authorised Officer;

4.2.4 measure and record data accurately and transparently for cost information of the Contract and for the generation of accurate invoices as approved by the Authorised Officer;

4.2.5 provide Performance Management Reports required for the performance monitoring of the Contract as required by the Authorised Officer;

4.2.6 provide Other Management Reports as required by the Authorised Officer on behalf of the Authorities or individual Authorities in the Authorities’ Area as may be reasonable;

4.2.7 provide an Information Technology System that takes full advantage of developments in new technology, the development of new interfaces and software upgrades and regular enhancements during the Contract term;

4.2.8 meet the legislative and Authorities’ good practice requirements in relation to information and data protection, security, integrity and audit;

4.2.9 have in place and implement arrangements in relation to data maintenance, backup and recovery procedures and disaster recovery.

5 PERFORMANCE AND MONITORING

5.1 Output 3 (Performance): Appropriate mechanisms for measuring and reporting performance for all Services are applied, including the production of regular Performance Management Reports.

5.2 Output 4 (Monitoring): The Contract Monitoring System produces quality data to reflect actual performance of the Services, to identify unsatisfactory performance and to resolve issues in a timely manner.

5.3 The Service Provider shall:
5.3.1 design, to the approval of the Authorised Officer, and subsequently provide and manage the Performance Management Reports;

5.3.2 be responsible for monitoring its own performance against the requirements of the Contract and design, monitor and report to the Authorised Officer on its performance of the Services in the Performance Management Reports;

5.3.3 notify the Authorised Officer of any performance defaults and rectify such defaults in accordance with the procedures and target timescales set out in the Contract;

5.3.4 design, to the approval of the Authorised Officer, and subsequently provide and manage the Contract Monitoring System;

5.3.5 develop, to the approval by the Authorised Officer, and subsequently provide an Annual Service Report and an Annual Service Improvement Plan which shall address the delivery of on-going continuous improvement and value for money.

6 SERVICE USERS’ SATISFACTION AND COMPLAINTS

6.1 Output 5 (Service Users’ Satisfaction): The Services are operated in a manner that maintains and improves Service Users’ Satisfaction.

6.2 Output 6 (Service Users’ Enquiries and Complaints): The Service Provider promptly supports the Authorities in dealing with Enquiries, Service Reports and Complaints, including Rectifiable and Non Rectifiable Complaints.

6.3 The Service Provider shall:

6.3.1 design and deliver the Services to maintain high levels of Service Users’ Satisfaction year on year;

6.3.2 record, action, update and close down the enquiries and complaints about the Services submitted from Service Users via the Authorities’ Customer Contact Systems;

6.3.3 respond to requests for information by the Authorities by adhering to the complaint procedures and target timescales of the Authorities for dealing with complaints and Freedom of Information Requests;

6.3.4 provide good customer service and report to the Authorised Officer the comments, enquiries and complaints from Service Users made directly to the Service Provider’s staff.

7 QUALITY AND ENVIRONMENTAL MANAGEMENT

7.1 Output 7 (Quality and Environmental Management): Accredited Quality and Environmental Management Systems are in place.
7.2 The Service Provider shall:

7.2.1 design, maintain and keep in force management systems that are certified by a UKAS certified assessment body (or a body of similar standing) as covering the scope of the Services detailed in this Specification and covering the depots and facilities used for the delivery of the Services and to the minimum following standards: ISO 9001:2008; ISO 14001:2004; and BS OHSAS 18001:2007. Certification shall be obtained within the first 12 months of each Service Commencement Date for the scope of the Services that apply to that specific Service Commencement Date;

7.2.2 permit the Authorised Officer and all other authorised users of the Authorities access to and inspection of all relevant records and information relating to the maintenance of the accreditation of the Quality and Environmental Management Systems;

7.2.3 include the results of the annual accreditation inspections in their Annual Service Report.

8 HEALTH AND SAFETY

8.1 Output 8 (Health and Safety): The Health, Safety and Welfare of all persons who may be affected by the operations and activities performed by the Service Provider as part of the Contract is safeguarded.

8.2 The Service Provider shall:

8.2.1 adopt safe working practices and have due regard to all current and future regulations, guidance, working rules and legislation set by the Health and Safety Executive (HSE) or industry good practice guidance that applies to the activities under the Contract to ensure the highest standard of safety for all staff employed on the Contract, third parties and the public;

8.2.2 report and act on any contraventions, incidents or accidents to the Authorised Officer as soon as practicable. The Authorities shall be notified by the Service Provider of any RIDDOR accidents/incidents that are reported to the HSE.

9 EMERGENCY WORK

9.1 Output 9 (Emergencies): Emergencies are dealt with promptly, effectively and efficiently.

9.2 The Service Provider shall have an in place an Emergency Plan for the Contract for the delivery of each element of the Services;

9.3 The Service Provider shall provide an out of hours response service;
The Service Provider shall support the Emergency Plans of the individual Authorities and, as directed by the Authorised Officer, redeploy Resources and/or suspend Services to support the response to emergencies (e.g. flooding, Civil Emergencies, gritting activities).

10 BUSINESS CONTINUITY

10.1 Output 10 (Business Continuity): The impact of failure of the Services in whole or part is reduced, mitigated and/or negated promptly, effectively and efficiently.

10.2 The Service Provider shall design, maintain and, where necessary, implement the Business Continuity Plan for the Contract for the delivery of each element of the Services, including, where relevant and as a minimum:

(a) failures of equipment, vehicles, supplies or Services;
(b) disruption to Services for any reason including extreme weather;
(c) civil emergency or unrest, energy failure, fuel shortages or industrial action; and
(d) failure and resilience of the Information Technology System.

11 MOBILISATION AND HANDBACK

11.1 Output 11 (Mobilisation): The transition and mobilisation of the Services from the date of Contract Award to each of the Service Commencement Dates for each of the Authorities until the last of the Service Commencement Dates is seamless and continuity of the Services is maintained.

11.2 The Service Provider shall:

11.2.1 develop and implement the Contract Mobilisation Plan to set out the details of the transition and mobilisation of the Services;

11.2.2 develop and implement the Contract Mobilisation Contingency Plan for all potential service disruptions, failures and delays.

11.3 Output 12 (Handback): The Handback Plan is available prior to Contract Expiry or Termination.

11.4 The Service Provider shall develop and implement the Handback Plan, which as a minimum shall include the responsibilities and the ownership of the following at expiry or termination of the Contract: Assets, Sites, the data in the Information Technology System used to manage and operate the Services, and TUPE information.
12 RESOURCES

12.1 Output 13 (Resources): Adequate resources are available at all times to deliver the Services required by the Authorities.

12.2 Output 14 (Training and Qualifications): All staff employed by the Service Provider is adequately trained and qualified to provide the Services required by the Authorities.

12.3 Output 15 (Working Culture): The working culture maximises the integration of the workforce employed across the Services to deliver the Services in the Contract.

12.4 The Service Provider shall:

12.4.1 appoint competent management and supervisory employees for the efficient management of the Services. In particular:

(a) provide a named and suitably qualified Contract Manager. The Contract Manager shall work exclusively for this Contract;

(b) provide sufficient number of named and suitably qualified Supervisors to ensure that staff is adequately managed and properly performs the duties to meet the Authorities’ requirements; and

(c) have in place adequate contingency resource plans to cover for absences.

12.4.2 identify and employ adequate numbers of suitably trained and qualified staff and labour for all aspects of the Services;

12.4.3 ensure that employees of the Service Provider and any employees of subcontractors, including those employed on a temporary or agency basis, receive appropriate and relevant induction training before commencing any operational activities;

12.4.4 ensure that the Service Provider’s staff show respect and responsibility for the people within the communities that they are operating in and that they act as ambassadors of the Authorities;

12.4.5 ensure that the Service Provider’s staff reports any public realm issues to the Authorities for action.

13 DEPOTS AND FACILITIES MANAGEMENT

13.1 Output 16 (Depots and Facilities): Depots and Facilities are provided and managed by the Service Provider to deliver the Services effectively.

13.2 The Service Provider shall be responsible for providing and managing Depots and Facilities for the Services;
13.3 The Service Provider shall consider that some Depots and Facilities used for the delivery of the Services in the Authorities’ Area may be shared with other service providers to the Authorities and that the Service Provider shall be responsible for managing its designated area having due regard to other service providers.

14 DELIVERY SITES

14.1 Output 17 (Delivery Sites): All Contract Waste is delivered to the Delivery Sites specified by the Authorities.

14.2 The Service Provider shall:

14.2.1 deliver all Contract Waste to the Delivery Sites specified by the Authorised Officer from the Service Commencement Date(s);

14.2.2 deliver directly to the Delivery Sites in the Collection Vehicles. The Service Provider shall not be permitted to bulk or tip Contract Waste at any facility other than a Delivery Site;

14.2.3 design collection days/rounds, allowing for:

(a) Opening Times at Delivery Sites;

(b) available daily capacity at Delivery Sites, so that throughput of each type of Contract Waste is, as far as is reasonably practical, consistent;

(c) working with the Delivery Sites Operators to ensure that deliveries are, as far as is reasonably practical, co-ordinated to reduce queues and delays by delivering Contract Waste within agreed timeslots;

(d) only vehicles registered with the Authorities and the Delivery Site Operators shall be authorised to deliver Contract Waste and tip at the Delivery Sites.

14.2.4 comply with the Delivery Sites’ rules and any operational, health and safety related requests and directions made by the Delivery Site Operator whilst operating on the Delivery Sites;

14.3 If a Delivery Site becomes unavailable, the Authorised Officer shall instruct the Service Provider on the Delivery Site where Contract Waste shall be delivered;

14.4 The Authorities shall meet any costs for the disposal and treatment of Contract Waste and shall receive any incomes paid by the Waste Disposal Authority when Contract Waste is delivered to a Delivery Site for recycling in accordance with this Specification;

14.5 The Authorities may alter the Delivery Sites either temporarily or permanently during the Contract;

14.6 The Authorities may alter the amount and/or type of Contract Waste that may be delivered into any Delivery Site during the Contract. The Authorities shall have the right
to direct certain amounts of Contract Waste to any Delivery Sites from time to time and with any reasonable notice to fulfil the operational needs and requirements of the Delivery Site Operators. The Service Provider shall comply with all requests to direct Contract Waste or re-direct Contract Waste;

14.7 The Service Provider shall manage the process of offloading the Collection Vehicles so that the Collection Vehicles can enter the Delivery Site, offload Contract Waste, and conduct the necessary weighing activities as quickly as is reasonably possible.

14.8 The Service Provider and the Authorised Officer shall, as part of the performance management of the Contract agree means of addressing any unreasonable delays which may arise at the Delivery Sites. Upon delivering Contract Waste to the Delivery Site, the Service Provider shall make a visual appraisal of the discharged load prior to departing the Delivery Site. If he considers the load may be rejected, or is advised by the Delivery Site Operator that the Contract Waste is contaminated to an unsatisfactory level beyond the Acceptance Criteria, the Service Provider shall notify the Authorised Officer and record the incident appropriately;

14.9 Any dispute about whether the Acceptance Criteria for the load delivered at the Delivery Site or at the Reprocessor’s Site has been exceeded shall be referred to the Authorised Officer for resolution;

14.10 Where a load is rejected and the Authorised Officer determines that the rejection is due to the Service Provider failing in its obligations under this Specification, then the Service Provider shall be responsible for all costs incurred in the onwards transportation, disposal and loss of income of the rejected material.

15 ASSET MANAGEMENT

15.1 Output 18 (Asset Management): All Assets used in the delivery of the Services are provided, managed, maintained and where necessary replaced by the Service Provider.

15.2 The Service Provider shall:

15.2.1 be responsible for the provision of adequate Assets to deliver the Services. Assets shall include: Collection Vehicles, Plant and Equipment;

15.2.2 provide Collection Vehicles, Plant and Equipment of a design and condition which is suitable for the delivery and performance of the Services in accordance with this Specification;

15.2.3 provide sufficient front-line and reserve/spare Collection Vehicles, Plant and Equipment at all times. A lack of suitable Collection Vehicles, Plant and Equipment shall not be considered a valid reason for non-performance of the requirements of the Contract;
be fully responsible for licensing all Collection Vehicles, Plant and Equipment and for the payment of all licensing fees, taxes, fuel and insurance premiums required in connection with or arising out of maintenance, repair, replacement and use of all Collection Vehicles, Plant and Equipment employed in the performance of the Services;

permit the Authorised Officer and all other authorised users of the Authorities access to inspect all relevant records and information relating to the management of Assets.

**CONTAINERS MANAGEMENT**

16.1 **Output 19 (Containers):** The Authorities’ Containers are managed effectively by the Service Provider and Service Users are in receipt of the appropriate Containers to take part in the Services.

16.2 The Authorities or individual property owners/managers shall pay for the purchase of all new Containers including the replacement of Containers that have become lost or damaged to the extent where continued use is not appropriate and/or it is economically unjustifiable to repair the Container;

16.3 The Service Provider shall be responsible for paying for the replacement of Containers where the damage to the Containers is as a result of inappropriate behaviour or practice of the Service Provider’s staff, inappropriate collection vehicle settings for lifting Containers or Containers not returned as set out in this Specification;

16.4 The Authorities may purchase Containers through the Service Provider’s provisional priced items or may purchase Containers directly from third parties;

16.5 The Service Provider shall:

16.5.1 produce and maintain a system of stock control of Containers;

16.5.2 provide premises for the safe and secure storage of all Containers;

16.5.3 collect Containers for disposal, repair, refurbishment and storage within 5 Working Days of the Authorised Officer’s instruction;

16.5.4 make arrangements for the cleaning, repair and refurbishment of all Containers prior to returning to the Services or for placing in temporary storage;

16.5.5 repair and refurbish Containers within 10 Working Days of receiving returned stock;
16.5.6 save as a result of a requirement for new Containers arising out of a Service Re-Design or New Services, deliver, upon instruction from the Authorised Officer, Containers to Households within 5 Working Days of the instruction. The Container shall be left within the property boundary. New and replacement Containers shall be delivered with the appropriate communications media supplied by the Authorities;

16.5.7 on request from the Authorised Officer provide a price for delivery of Containers for Service Re-Design or New Services and, if instructed by the Authorised Officer, deliver such Containers.
OPERATIONAL REQUIREMENTS: WASTE COLLECTION SERVICE

17 WASTE COLLECTION SERVICE FROM HOUSEHOLDS

17.1 The Service Provider shall manage and deliver all Services within the scope (as set out in section 1.2.1 of this Specification).

17.2 Output 20 (Waste Collection Service): The Service Provider plans and delivers the Waste Collection Service and meets the Authorities’ Performance and Monitoring Standards.

17.3 Output 21 (Scheduled Waste Collections): The Service Provider delivers the Scheduled Waste Collections to:

(a) maximise the amount of waste segregated for reuse, recycling, and composting;
(b) minimise missed collections;
(c) provide timely remedial action in the event of missed collections;
(d) ensure that receptacles are collected, emptied and returned to the specified Collection Point;
(e) ensure the prevention and clearance of any spillage;
(f) minimise contamination.

17.4 The Service Provider shall provide the Scheduled Waste Collections in accordance with the Authorised Officer’s approval.

17.5 The Service Provider shall manage and deliver the following waste collection services:

18 RESIDUAL WASTE COLLECTIONS FROM HOUSEHOLDS IN STREET LEVEL PROPERTIES

18.1 The Service Provider shall provide Households with a Residual Waste Collection once every fortnight. Requirements for Collection Days from Households in Street Level Properties are detailed in section 27. Requirements for Collection Points from Households in Street Level Properties are detailed in section 29. Subject to the exceptions in clauses 18.2, 18.3 and 18.4, such Residual Waste will be presented for collection in a designated Wheeled Bin;
18.2 Where notified by the Authorised Officer that a Household is entitled to present more than one designated Wheeled Bin, the Service Provider shall empty each additional designated Wheeled Bin(s) as part of that Household’s Scheduled Collection;

18.3 Where notified by the Authorised Officer that a Household will present Residual Waste in Single Use Sacks, the Service Provider shall collect the Single Use Sacks as part of that Household’s Scheduled Collection;

18.4 Where notified by the Authorised Officer that a Household requires more frequent Residual Waste Collections, the Service Provider shall provide that Household’s Scheduled Collection at the frequency specified;

18.5 The Service Provider shall not collect Excess Residual Waste set out by Households as part of the Scheduled Residual Waste Collection and shall leave a notification with the Household which informs the Household of the reason why the Excess Waste was not collected;

18.6 Individual Authorities in the Authorities’ Area may elect to specify that the Excess Residual Waste policy shall not apply for Scheduled Residual Waste Collections during the Christmas and New Year bank holiday period;

18.7 The Service Provider shall not empty Containers presented incorrectly as part of the Scheduled Residual Waste Collection and shall leave a notification with the Household which informs the Household of the reason why the Container was not emptied. This shall include, but not be limited to, Containers not presented at Collection Points or Containers whose lids are not closed as a result of being too full.

19 DRY RECYCLING COLLECTIONS FOR HOUSEHOLDS IN STREET LEVEL PROPERTIES

19.1 The Service Provider shall provide Households with a Dry Recycling Collection once every fortnight. Requirements for Collection Days from Households in Street Level Properties are detailed in section 27. Requirements for Collection Points from Households in Street Level Properties are detailed in section 29. Subject to the exceptions in clauses 19.2, 19.3 and 19.4, such Dry Recycling will be presented for collection in a designated Wheeled Bin;

19.2 Where notified by the Authorised Officer that a Household is entitled to present more than one designated Wheeled Bin, the Service Provider shall empty each additional designated Wheeled Bin(s) as part of that Household’s Scheduled Collection;

19.3 Where notified by the Authorised Officer that a Household will present Dry Recycling in containers which are not Wheeled Bins (including but not limited to Single Use Sacks or Boxes), the Service Provider shall empty these Containers or collect the Single Use Sacks as part of that Household’s Scheduled Collection;
19.4 Where notified by the Authorised Officer that a Household requires more frequent Dry Recycling Collections, the Service Provider shall provide that Household’s Scheduled Collection at the frequency specified;

19.5 The Service Provider shall collect any Excess Dry Recycling set out by Households as part of the Scheduled Dry Recycling Collection;

19.6 The Service Provider shall not empty Containers presented incorrectly as part of the Scheduled Dry Recycling Collection and shall leave a notification with the Household which informs the Household of the reason why the Container was not emptied. This shall include, but not limited to, Containers not presented at Collection Points or Containers whose lids are not closed as a result of being too full;

19.7 The Service Provider shall provide Households with a scheduled weekly collection of batteries, WEEE and textiles (Other Recycling Materials).

20 FOOD WASTE COLLECTIONS FROM HOUSEHOLDS IN STREET LEVEL PROPERTIES

20.1 The Service Provider shall provide Households with a Food Waste Collection once a week. Requirements for Collection Days from Households in Street Level Properties are detailed in section 27. Requirements for Collection Points from Households in Street Level Properties are detailed in section 29. Subject to the exceptions in clause 20.2 and 20.3, such Food Waste will be presented for collection in a designated Food Waste Kerbside Container;

20.2 Where notified by the Authorised Officer that a Household will present more than one Food Waste Kerbside Container, the Service Provider shall empty any additional Food Waste Kerbside Container(s) as part of that Household’s Scheduled Collection;

20.3 For the avoidance of doubt, the Authorities provide Households with a Kitchen Caddy for internal use to store Food Waste prior to transfer to the Food Waste Kerbside Container and the Service Provider shall empty Kitchen Caddies if they are set out by Households as part of that Household’s Scheduled Collection;

20.4 The Service Provider shall not empty Containers presented incorrectly as part of the Scheduled Food Waste Collection and shall leave a notification with the Household which informs the Household of the reason why the Container was not emptied. This shall include, but not limited to, Containers not presented at Collection Points or Containers whose lids are not closed as a result of being too full.

21 GARDEN WASTE COLLECTIONS FROM HOUSEHOLDS IN STREET LEVEL PROPERTIES

21.1 The Authorities offer Households an optional Garden Waste Collection Service as a chargeable service. Those Households request the Garden Waste Collection Service from the Authorities and pay the Authorities an Annual Subscription Fee (Subscribing
Households). The Annual Subscription Fee is set by the Authorities and may be altered at the Authorities’ discretion during the Term;

21.2 The Service Provider shall provide all Subscribing Households with a Garden Waste Collection once every fortnight. Requirements for Collection Days from Households in Street Level Properties are detailed in section 27. Requirements for Collection Points from Households in Street Level Properties are detailed in section 29. Subject to the exception in clauses 21.3 and 21.4, such Garden Waste will be presented for collection in a designated Wheeled Bin;

21.3 Where notified by the Authorised Officer that a Subscribing Household will present Garden Waste using Reusable Garden Waste Sacks, the Service Provider shall empty these Sacks as part of that Household’s Scheduled Collection;

21.4 Where notified by the Authorised Officer that a Subscribing Household has subscribed to present Garden Waste in more than one Wheeled Bin and/or Reusable Garden Waste Sack, the Service Provider shall empty any additional Wheeled Bin(s) and/or Reusable Garden Waste Sack(s) as part of that Household’s Scheduled Collection;

21.5 Subscribing Households may discontinue their participation in the Garden Waste Collection Service on giving 4 Working Weeks’ notice to the Authorities. The Authorised Officer shall be responsible for notifying the Service Provider of the details of those Households who are terminating participation in the Garden Waste Collection Service with the effective date of termination (which shall expire at 23:59 on that Household’s Scheduled Collection Day) and the Service Provider shall discontinue the Garden Waste Collection Service from those Households accordingly;

21.6 The Authorised Officer shall be responsible for notifying the Service Provider of the details of those Households who are new participants in the Garden Waste Collection Service with the effective date of the service commencement (which shall commence at 00:01 on a Scheduled Collection Day falling no later than 10 Working Days from the date of notification) and the Service Provider shall provide those new Subscribing Households with a Garden Waste Collection Service once a fortnight;

21.7 The Authorised Officer shall be responsible for notifying the Service Provider of the details of those Households who have not renewed their participation in the Garden Waste Collection Service with the effective date of termination (which shall expire at 23:59 on that Household’s Scheduled Collection Day). The Service Provider shall discontinue the Garden Waste Collection Service from those Households and remove the Container(s) accordingly. Arrangements for Containers management are set out in section 16 of this Specification;

21.8 Individual Authorities in the Authorities’ Area may elect to specify that the Scheduled Garden Waste Collection Service is discontinued during the Christmas and New Year bank holiday period.

21.9 The Service Provider shall:
provide a Garden Waste management system to manage the subscriptions, delivery of containers, collection and customer management for Garden Waste collection from bins, reusable bags and single use bags (optional). This service shall also cater for eligible customers in communal properties;

provide a price and a standard service contract for management of a Garden Waste Service within specified Authorities’ Area for agreement with the Authorities;

operate and administer the charging and payment mechanism for the Garden Waste Collection Service which shall include invoice generation and administration, with the charges being agreed with the Authority;

develop and implement innovative solutions in regards to the Garden Waste Collection Service which benefit the Authorities;

provide the Customer Book to the Authorities on the expiry or termination of the Contract.

The Authorities will work proactively with the Service Provider by ‘endorsing’ the Service Provider’s Garden Waste Collection Service in the Authority Area.

RESIDUAL WASTE COLLECTIONS FROM HOUSEHOLDS IN COMMUNAL BIN PROPERTIES

The Service Provider shall provide Households with a Residual Waste Collection at the frequency required to ensure that Containers do not become full or/and overflowing and, in any event, at least fortnightly. Such Residual Waste will be presented for collection in a designated Container. Requirements for Collection Points from Households in Communal Bin Properties are detailed in section 29;

The Service Provider may combine the Residual Waste Collection from Households in Communal Bin Properties with the Residual Waste Collection from Households in Street Level Properties on the same Residual Waste collection round;

The Service Provider shall collect Excess Residual Waste in or adjacent to a Communal Bin Collection Point and report the details of the incident to the Authorised Officer through the Information Technology System. The Authorities shall contact Households and managing agents of communal properties to endeavour to reduce or remove recurrences of Excess Residual Waste.

DRY RECYCLING COLLECTIONS FROM HOUSEHOLDS IN COMMUNAL BIN PROPERTIES

The Service Provider shall provide Households with a Dry Recycling Collection at the frequency required to ensure that Containers do not become full or/and overflowing and, in any event, at least fortnightly. Such Dry Recycling will be presented for
collection in a designated Container. Requirements for Collection Points from Households in Communal Bin Properties are detailed in section 29;

23.2 The Service Provider may combine the Dry Recycling Collection from Households in Communal Bin Properties with the Dry Recycling Collection from Households in Street Level Properties on the same Dry Recycling collection round;

23.3 The Service Provider shall collect Excess Dry Recycling in or adjacent to a Communal Bin Collection Point and report the details of the incident to the Authorised Officer through the Information Technology System. The Authorities shall contact Households and managing agents of communal properties to endeavour to reduce or remove re-occurrences of Excess Dry Recycling or investigate the provision of additional Containers for Households in Communal Bin Properties;

23.4 In some Authorities, Other Recycling Materials, namely textiles and WEEE, are collected in designated Containers, such as but not limited to sack holders. For those Authorities, the Service Provider shall collect these materials as part of the Scheduled Collection from the designated Containers and replace the liners in the sack holders as may be required.

24 FOOD WASTE COLLECTIONS FROM HOUSEHOLDS IN COMMUNAL BIN PROPERTIES

24.1 All Households shall be eligible for the collection of Food Waste. The Service Provider shall provide Households with a collection of Food Waste once a week. Such Food Waste will be presented for collection in one or more designated Wheeled Bin(s) or Food Waste Kerbside Containers. The number of designated Wheeled Bins and Food Waste Kerbside Containers will be dependent on the capacity requirements of each of the Communal Bin Properties. Requirements for Collection Points from Households in Communal Bin Properties are detailed in section 29;

24.2 The Service Provider may combine the Food Waste Collection from Households in Communal Bin Properties with the Food Waste Collection from Households in Street Level Properties on the same Food Waste collection round;

24.3 The Service Provider shall collect Excess Food Waste in or adjacent to a Communal Bin Collection Point and report the details of the incident to the Authorised Officer through the Information Technology System. The Authorities shall contact Households and managing agents of communal properties to endeavour to reduce or remove re-occurrences of Excess Food Waste or investigate the provision of additional Containers for Households in Communal Bin Properties. In some Authorities Food waste is collected from a communal container which contains a bin liner. In such circumstances the Service Provider upon emptying the bin will replace the liner securely in the container as may be required.
25  GARDEN WASTE COLLECTIONS FROM HOUSEHOLDS IN COMMUNAL BIN PROPERTIES

25.1 The Authorities offer Households an optional Garden Waste Collection Service as a chargeable service. Those Households request the Garden Waste Collection Service from the Authorities and pay the Authorities an Annual Subscription Fee (Subscribing Households). The Annual Subscription Fee is set by the Authorities and may be altered at the Authorities’ discretion during the Term;

25.2 The Service Provider shall provide all Subscribing Households with a Garden Waste Collection once every fortnight. Subject to the exception in clauses 25.3 and 25.4, such Garden Waste will be presented for collection in a designated two Wheeled Bin. Requirements for Collection Points from Households in Communal Bin Properties are detailed in section 29;

25.3 Where notified by the Authorised Officer that a Subscribing Household will present Garden Waste using Reusable Garden Waste Sacks, the Service Provider shall empty these Sacks as part of that Household’s Scheduled Collection;

25.4 Where notified by the Authorised Officer that a Subscribing Household has subscribed to present Garden Waste in more than one Wheeled Bin and/or Reusable Garden Waste Sack, the Service Provider shall empty any additional Wheeled Bin(s) and/or Reusable Garden Waste Sack(s) as part of that Household’s Scheduled Collection;

25.5 Subscribing Households may discontinue their participation in the Garden Waste Collection Service on giving 4 Working Weeks’ notice to the Authorities. The Authorised Officer shall be responsible for notifying the Service Provider of the details of those Households who are terminating participation in the Garden Waste Collection Service with the effective date of termination (which shall expire at 23:59 on that Household’s Scheduled Collection Day) and the Service Provider shall discontinue the Garden Waste Collection Service from those Households accordingly;

25.6 The Authorised Officer shall be responsible for notifying the Service Provider of the details of those Households who are new participants in the Garden Waste Collection Service with the effective date of the service commencement (which shall commence at 00:01 on a Scheduled Collection Day falling no later than 10 Working Days from the date of notification) and the Service Provider shall provide those new Subscribing Households with a Garden Waste Collection Service one a fortnight;

25.7 The Authorised Officer shall be responsible for notifying the Service Provider of the details of those Households who have not renewed their participation in the Garden Waste Collection Service with the effective date of termination (which shall expire at 23:59 on that Household’s Scheduled Collection Day). The Service Provider shall discontinue the Garden Waste Collection Service from those Households and remove the Container(s) accordingly. Arrangements for Containers management are set out in section 16 of this Specification;
25.8 The Service Provider may combine the Garden Waste Collection from Communal Bin Properties with the Garden Waste Collection from Households in Street Level Properties on the same Garden Waste collection round;

25.9 Individual Authorities in the Authorities’ Area may elect to specify that the Scheduled Garden Waste Collection is discontinued during the Christmas and New Year bank holiday period.

26 BRING SITES RECYCLING COLLECTIONS

26.1 The Service Provider shall collect Recycling from Bring Sites at the frequency required to ensure that Containers do not become full or/and overflowing and in doing so will have due regard to the impact of servicing such Bring Sites to local site neighbours;

26.2 The Service Provider may collect Recycling from Bring Sites on the same collection rounds provided to Households in Street Level Properties and Households in Communal Bin Properties;

26.3 The Service Provider shall collect any bagged and loose Waste at Bring Sites or within a 2 metre radius of a Container at Bring Sites and report the details of the incident to the Authorised Officer through the Information Technology System;

26.4 As part of the Cleansing Services (specified in section 48 of this Specification), the Service Provider shall ensure that the exterior of the Bring Site Containers remains clean and free of dirt, other markings and spillages.

27 COLLECTION DAYS

27.1 The Service Provider shall provide Households in Street Level Properties with Residual Waste, Dry Recycling, Food Waste and Garden Waste Collections on the same day of the week;

27.2 The Service Provider shall not alter the Scheduled Collection Day of Households in Street Level Properties without the prior written consent of the Authorised Officer. If the Service Provider wishes to alter a Scheduled Collection Day, the Service Provider shall submit details of its proposal in writing to the Authorised Officer, specifying the proposed changes and the rationale for the request, including the impact on Households and the benefits to the Authorities and/or the Service Provider of altering the Scheduled Collection Day;

27.3 Where the Service Provider submits a proposal to alter a Scheduled Collection Day for one or more Households in Street Level Properties within six months of the applicable Waste Collection Service Commencement Date for such Household(s), the Authorised Officer shall not unreasonably withhold or delay consent. Other requests to alter a Scheduled Collection Day shall be considered on a case by case basis;
27.4 The Authorised Officer has the unqualified right to withhold consent to proposals from the Service Provider to alter a Scheduled Collection Day for a Household in a Street Level Property where the proposal would result in more than one change to a Scheduled Collection Day for such Household in any three year period.

28 ADDITIONAL INSTRUCTED COLLECTION

28.1 Following any Scheduled Collection and upon receipt of an instruction from the Authorised Officer the Service Provider shall return to collect any Contract Waste. If this instruction arises from circumstances which are not associated with a failure of the Service Provider to meet its obligations under this Specification, the instruction to return to collect shall be classified as an Additional Instructed Collection;

28.2 If the Additional Instructed Collection falls within the applicable threshold of Additional Instructed Collections, the Service Provider shall undertake the Additional Instructed Collection at no cost to the Authorities; otherwise the Service Providers shall charge the Authorities at the applicable Rate of Payment;

28.3 The Authorities shall scrutinise the number of Additional Instructed Collections arising from the same Household and contact the Household to reduce or remove re-occurrences of Additional Instructed Collections.

29 COLLECTION POINTS AND AGREED COLLECTION POINTS

29.1 For Street Level Properties the default Collection Point shall be a Curtilage Collection, which is the area within the property boundary and at the edge of the property boundary adjacent to the highway but not on the highway. Where the Authorised Officer has notified an alternative collection point to the Service Provider, the Collection Point shall be that Agreed Collection Point;

29.2 For Communal Bin Properties the default Collection Point shall be an area located within the general curtilage of the Communal Bin Properties, which may be a bin store or a dedicated housing unit. Where the Authorised Officer has notified an alternative collection point to the Service Provider, the Collection Point shall be that Agreed Collection Point;

29.3 Where the default Collection Point is a bin store or a dedicated housing unit, as part of the Cleansing Services (specified in section 48 of this Specification), the Service Provider shall ensure that the exterior of each of the bin stores or dedicated housing units remains clean and free of dirt, other markings and spillages;

29.4 After emptying, the Containers shall be returned in an upright position, with any fitted lid closed, any locking mechanism locked precisely, and any doors or gates shut and/or locked to the Collection Point or the Agreed Collection Point;
29.5 The Service Provider must not return Containers:

29.5.1 so as to block or obstruct footpaths or driveways, cause damage to planted areas; or

29.5.2 to the Adopted Highway unless the Service Provider has been notified by the Authorised Officer that the Highway Authority has given its prior consent to this arrangement and liability arising out of the return of Containers to the Adopted Highway has been contractually allocated.

30 ACCESS ISSUES

30.1 The Service Provider shall deliver the Services to ensure Scheduled Collections from narrow access roads;

30.2 The Authorised Officer shall ensure that the Service Provider has all appropriate keys, security fobs, security codes and equipment for the opening and closing of locked gates, bin stores, barriers, drop bollards so as to ensure Scheduled Collections from Households in Street Level Properties and Communal Bin Properties. The Service Provider shall ensure that its staff keeps all such keys, security fobs, security codes and equipment in a secure/confidential manner. The Service Provider shall not obtain any additional or replacement keys, security fobs, security codes and equipment except from the Authorised Officer at the Service Provider’s expense;

30.3 The Service Provider, in delivering the Services, shall open, close and lock all gates, doors, barriers, drop bollards as required;

30.4 The Service Provider shall promptly report any access problems to the Authorised Officer and take all reasonable steps to gain access to provide the Scheduled Collections to meet its performance obligations under this Specification;

30.5 When any construction or maintenance work is carried out on a part of any street within the Authorities’ Area, or access cannot be gained due to temporary road closures or obstructions, the Service Provider shall make every reasonable attempt to perform and carry out the Services on the Scheduled Collection Day. The Service Provider shall be responsible for making further attempts to provide the Services to all affected properties on the Scheduled Collection Day. In all situations collections are to be made from all affected properties within 2 Working Days of the Scheduled Collection Day.

31 LITTER AND SPILLAGES

31.1 The Service Provider shall ensure that litter and spillages resultant from the Services are properly swept up and cleared before the Service Provider’s staff and vehicle leave the road or premises where the litter or spillages occurred.
32 OPERATIONAL HOURS

32.1 The Service Provider shall not carry out collections from Households outside of the Maximum Operational Hours of 06:00 to 20:00, Monday to Saturday. In exceptional circumstances such as but not limited to during or after an Emergency or Exceptionally Inclement Weather, the Authorised Officer may permit the Service Provider to extend the Maximum Operational Hours.

33 COLLECTION SERVICE HOLIDAYS

33.1 The Service Provider shall treat all Bank and Public Holidays except Christmas Day and New Year’s Day as Working Days;

33.2 In the event that the Government creates a new Bank or Public Holiday so that there are more than eight Bank and Public Holidays per annum then the new Bank or Public Holiday shall be treated as a Working Day and the Service Provider shall be entitled to payment at the applicable Rate of Payment.

34 DELIVERY OF COMMUNICATIONS

34.1 The Authorities shall work with the Surrey Waste Partnership to develop communications campaigns for the Authorities’ Area. The campaigns shall include branding, messaging, design and production of communications materials;

34.2 The Service Provider may be required to deliver the following communications activities on behalf of the Authorities:

34.2.1 vehicle communications media: the Authorities shall pay for the production of the communications media and the Service Provider shall pay for the equipment required for vehicle communications media to be placed on vehicles and the installation of vehicle communications media;

34.2.2 service information leaflets and other promotional communications as may be required as part of the Services: the Authorities shall pay for the production and the cost of delivery of service information leaflets and other promotional communications and the Service Provider shall deliver service information leaflets and other promotional communications to Households in the Authorities’ Area;

34.2.3 stickers and bin hangers: the Authorities shall pay for the production of stickers and bin hangers to inform Households of non-compliance issues (such as Contrary Materials, Excess Waste, Containers presented at an incorrect Collection Point) or other promotional service-related messages and the Service Provider shall leave stickers and bin hangers with Households during the Scheduled Collection.
35 **CONTRARY MATERIALS**

35.1 Prior to emptying any Container the Service Provider’s staff shall visually inspect the visible contents of the Containers for Contrary Materials and determine whether the contents are likely to meet the Acceptance Criteria;

35.2 Where the Service Provider finds Contrary Materials and determines that the contents will fail to meet the Acceptance Criteria, the Service Provider shall take the following actions:

35.2.1 all Containers – The Service Provider shall make all reasonable endeavours to separate the Contrary Materials from the Acceptable Materials. A notification shall be left with the Household which informs the Household of the reason why the Contrary Materials were not collected;

35.2.2 Street Level Properties – Where the extent and/or the nature of the Contrary Materials make it impractical to separate, the Container shall be left unemptied and a notification left with the Household which informs the Household of the reason why the Container was not emptied and what steps should be taken to rectify the situation;

35.2.3 Communal Bin Properties – Where the extent and/or the nature of the Contrary Materials make it impractical to separate, the Container shall be left unemptied and the Service Provider shall label the Container to explain what arrangements will be made to empty the Container on either the same day as the Scheduled Collection or at the latest the following Working Day;

35.3 The Service Provider shall record and report to the Authorised Officer any location where Contrary Materials are found using the Information Technology System. The Authorities shall contact Households and/or managing agents to reduce or remove re-occurrences of Contrary Materials.

36 **NEW DEVELOPMENTS**

36.1 The Service Provider shall provide Waste Collection Services to Households in any new developments once any properties are occupied, notwithstanding that the roads in the development may not be in the Register of Adopted Highways;

36.2 The Authorised Officer shall advise the Service Provider of any roads and properties to which this applies. The Service Provider shall report to the Authorised Officer any new properties which are occupied for which an instruction has not been received.
ASSISTED COLLECTIONS

Output 22 (Assisted Collections): The Assisted Collection Service meets the needs of those Households who are physically unable to present Waste Containers at the default Collection Points.

In respect of those Households who are determined by the Authorised Officer as qualifying for an Assisted Collection, such Households will be included on the Assisted Collections List;

In respect of each Household included in the Assisted Collections List, the Service Provider shall, on the normal Scheduled Collection Day, collect or empty the Waste Containers from an Agreed Collection Point and shall return the emptied Waste Container to the Agreed Collection Point;

The Authorities shall receive applications from Households for Assisted Collections. The Authorities may make reasonable checks relating to the capacity of the new and existing applicants for Assisted Collections. The Authorities shall then place all successful or continuing applicants on the Assisted Collections List;

Additions and cancellations on the Assisted Collections List shall be notified by the Authorised Officer to the Service Provider.

OTHER NON-DOMESTIC SOURCES

Output 23 (Other Non-Domestic Sources): The Waste Collection Service for Other Non-Domestic Sources is provided effectively and maximises the amount of waste segregated for reuse, recycling and composting.

The Service Provider shall:

collect Residual Waste, Dry Recycling, Garden Waste and Food Waste from Other Non-Domestic Sources upon instruction of the Authorised Officer;

be entitled to collect waste from Other Non-Domestic Sources with waste collected from Households and/or Commercial Waste on the condition that the Service Provider provides an acceptable and accurate method for accounting the weight of the Waste arising from Other Non-Domestic Sources;

apply the servicing rules described in Output 21 to Other Non-Domestic Sources too.

COMMERCIAL WASTE COLLECTION SERVICE

Output 24 (Scheduled Commercial Waste Collections): The Commercial Waste Service is managed effectively, maximises income to the Authorities and maximises the amount of waste segregated for reuse, recycling and composting.

The Service Provider shall:
39.2.1 design, market and manage the Commercial Waste Service to include the collection of Residual Waste, Dry Recycling Waste and Food Waste;

39.2.2 provide a price and a standard service contract for a Commercial Waste Service upon request from any commercial premises within the Authorities’ Area;

39.2.3 provide the Scheduled Commercial Waste Collection Service to all commercial premises that have a valid service contract;

39.2.4 individual Authorities’ may elect to request the Service Provider to provide and manage a Scheduled Commercial Waste Collection Service to the Authorities’ Premises;

39.2.5 operate and administer the charging system for the Commercial Waste Collection Service which shall include invoice generation and administration;

39.2.6 accurately measure and record separately Household and Commercial Waste tonnage;

39.2.7 deliver the service to minimise contamination;

39.2.8 develop and implement innovative solutions in regards to the Commercial Waste Collection Service which benefit the Authorities;

39.2.9 provide the Customer Book to the Authorities on the expiry or termination of the Contract.

39.3 The Authorities will work proactively with the Service Provider by ‘endorsing’ the Service Provider’s Commercial Waste Collection Service to businesses in the Authority Area.
OPERATIONAL REQUIREMENTS: STREET CLEANSING SERVICE

40 INTRODUCTION

40.1 The data in the data schedule set out the lengths and extent of the Adopted Highway which is within the scope of the Contract. For the avoidance of doubt the measurements state the length of the central line of the carriageway or footpath. The width to be cleaned includes the full extent of the highway. This will include the full width of the highway - back lines, hard or grass verges, footpaths, cycle lanes, channels, both carriageways, central islands and associated grassed areas. Area based measurements are given for separate associated open spaces near the Adopted Highway.

41 GENERAL CLEANSING REQUIREMENTS

41.1 The Service Provider shall cleanse the Street Cleansing Areas as set out in this Specification in accordance with the Cleansing Performance Standards.

41.2 Output 25 (Street Cleansing Services): The Service Provider plans and delivers the Street Cleansing Services to meet the Authorities’ Performance and Monitoring Standards.

41.3 The Service Provider shall:

41.3.1 plan and implement the Street Cleansing Services to achieve and maintain the Cleansing Performance Standards;

41.3.2 plan and deliver the Street Cleansing Services to maximise the recycling of Street Cleansing Waste, particularly as part of litter picking activities;

41.3.3 develop the cleansing techniques and methods to be deployed in the delivery of the Street Cleansing Services. The Authorised Officer shall have the right to approve the cleansing techniques and methods;

41.3.4 keep all specified areas in the scope of the Contract in the Authorities’ Area clean and free of litter, refuse and detritus to deliver the Cleansing Performance Standards;
41.3.5 Cleanse all Street Cleansing Areas to the Grade A standard as set out in the Code of Practice on Litter and Refuse (2006) (Cleansing Performance Standards) and ensure that the Street Cleansing Services are undertaken as may be necessary to maintain an overall cleansing standard of not less than Grade B- (B minus). The Authorities recognise that cleansing of litter (to Grade A) and detritus (to Grade A) may be undertaken separately and at different frequencies in order to meet and maintain the Cleansing Performance Standards;

41.3.6 Deliver the Street Cleansing Waste to the Delivery Sites;

41.4 The Service Provider and the Authorities shall adopt accurate and systematic monitoring of the Street Cleansing Services through the deployment of adequate monitoring resources. If the Service Provider or the Authorised Officer identifies that cleanliness has fallen below the required Cleansing Performance Standard, the Service Provider shall cleanse and restore the Street Cleansing Area to Grade A within the specified Rectification Period for that area’s Priority Zone;

41.5 When cleansing dual carriageways, the Service Provider shall cleanse the central reservation in accordance with the traffic management arrangements implemented by the Highway Authority, Highways Agency or Department for Transport. The Service Provider shall be required to provide the necessary traffic management arrangements to enable mechanical channel sweeping of the nearside of the carriageway as well as to enable litter picking of the adjacent verge to the nearside of the carriageway and, where required, footway sweeping;

41.6 When cleansing heavily parked roads, the Service Provider shall provide the necessary traffic management arrangements to enable regular mechanical channel sweeping of the nearside of the carriageway as well as to enable litter picking of the adjacent verge to the nearside of the carriageway and, where required, footway sweeping;

41.7 In addition to the general cleansing requirements, the following service requirements shall apply to the Street Cleansing Services.

42 Clearance of Leaf/Blossom

42.1 The Service Provider shall remove leaf and blossom fall from the Street Cleansing Areas to the same standards and at the same frequency as other litter and detritus. During autumn periods of leaf fall the Service Provider may need to increase the frequency of the Street Cleansing Services in affected Street Cleansing Areas in order to maintain the Cleansing Performance Standards. The Service Provider shall cleanse, on instruction by the Authorised Officer, streets that are either reported, or identified, as being affected by potentially hazardous leaf fall.

43 Enhanced Cleansing

43.1 The Authorised Officer may instruct the Service Provider to carry out further cleansing and other tasks in prescribed Street Cleansing Areas to supplement the street cleansing
activities and to exceed the Cleansing Performance Standards, predominantly in retail and commercial town centres.

**44 REMOVAL OF DEAD ANIMALS**

44.1 The Service Provider shall remove dead animals from the Adopted Highway within 3 Working Hours of discovery or notification and shall dispose of such dead animals at a site or sites specified by the Authorised Officer;

44.2 If the dead animal is a dead domestic pet, such as a dog or cat, the Service Provider shall check the dead animal for any identification including scanning it for a microchip implant and report the incident to the Authorised Officer through the Information Technology System. The Service Provider shall remove the dead pet to a cold store provided for this purpose by the Service Provider for a minimum period of 15 Working Days to enable the pet owner to retrieve the pet. If after 15 Working Days, there is no prospect of the pet owner retrieving the pet, the Service Provider shall dispose of the dead pet.

**45 PAVEMENT WASHING AND PEDESTRIAN SUBWAYS**

45.1 The Authorised Officer may instruct the Service Provider to wash mechanically paved areas and pedestrian subways.

**46 EVENTS CLEANSING**

46.1 When markets (whether regular markets or occasional) or Approved Special Events (e.g. street parties, cycle races, Remembrance Sunday) are held in a specified road or parts of a road, the Service Provider shall programme Street Cleansing Services for that day for the area occupied or directly affected by the market or Approved Special Event and shall cleanse the area affected in accordance with its corresponding Cleansing Performance Standard within two Working Hours of the closure of the Market or Approved Special Event;

46.2 The Authorised Officer may instruct the Service Provider to provide extra cleansing resources and assist the event organiser. This may also include the provision of Waste and Recycling Containers for the event users.

**47 INSTALLATION, EMPTYING, CLEANING AND REMOVAL OF STREET LITTER BINS AND DOG WASTE BINS**

47.1 The Service Provider shall as part of the Street Cleansing Services:

47.1.1 empty and cleanse litter and dual recycling litter bins and dog waste bins, as necessary, in order to ensure that no bin is ever more than 75% full;

47.1.2 ensure that the exterior of litter and dual recycling litter bins remains clean and free of dirt, other markings and spillages; and
47.1.3 clean each dog waste bin on a regular cycle to ensure that the appearance of the bin is acceptable and in a hygienic and clean condition;

47.2 When emptying a bin, the Service Provider shall:

47.2.1 remove any litter within a 2 metre radius of the bin;

47.2.2 where applicable to that type of bin being emptied, provide and line the bin with a replacement sack or bin liner, and ensure the bin is securely closed and locked;

47.2.3 ensure that the compartments of the dual recycling litter bins are collected separately and that the recycling fraction is sent for recycling; and

47.2.4 empty and wipe clean any ash trays on bins and other street furniture.

47.3 As part of the Street Cleansing Services, the Service Provider shall ensure that each bin is thoroughly cleaned inside and out, using water and an approved cleaning agent, not less than twice a year at an interval of no more than seven months between each cleaning. The Service Provider shall ensure, when carrying out such washing, that any drainage holes in the bins and associated liners are clear and free running;

47.4 The Authorised Officer may instruct the Service Provider to:

47.4.1 install and service new, replacement or additional litter, dual recycling litter bins and dog waste bins, or replace parts, and the Service Provider shall provide a stock of bins and parts for this purpose; or

47.4.2 remove a litter or dual recycling litter bin or dog waste bin and return it to stock.

48 CLEANING OF BRING SITE CONTAINERS, BIN STORES AND DEDICATED HOUSING UNITS

48.1 The Service Provider shall as part of the Street Cleansing Services:

48.1.1 ensure that the exterior of the Bring Site Containers remains clean and free of dirt, other markings and spillages. Bring Site Containers are specified in clause 26;

48.1.2 ensure that the exterior of each of the bin stores or dedicated housing units in Communal Bin Properties remains clean and free of dirt, other markings and spillages. Bin stores and dedicated housing units are specified in clause 29.3.

49 CLEARANCE OF FLY TIPPED AND ABANDONED WASTE

49.1 The Service Provider shall as part of the Street Cleansing Services remove within 1 Working Day from any part of an Adopted Highway or associated land covered by the contract:

49.1.1 any accumulation of waste up to and including 2.5 cubic metres in volume; subject to clause 49.1.3, any item or items of fly tipping or unwanted items of furniture and other household items of any size;
49.1.2 transport and deliver accumulated waste and fly-tipped or unwanted items to a Delivery Sites for re-use, recycling or disposal;

49.1.3 if the Service Provider identifies accumulations of waste larger than 2.5 cubic metres in volume or that the removal of any item of fly tipping or unwanted items of furniture or other household items requires mechanical handling, then the Service Provider shall obtain the instructions of the Authorised Officer prior to removing, transporting and delivering the waste to a Delivery Site for re-use, recycling or disposal; if the Service Provider identifies asbestos or any other material requiring specialist disposal under current legislation the Service Provider shall obtain the instructions of the Authorised Officer prior to removing, transporting and disposing of the waste at their own cost taking all necessary safety precautions.

49.2 Prior to its removal the Service Provider shall photograph all fly-tipped waste and search through the fly-tipped material for any indication of the origin of the waste to support the Authorities’ enforcement functions. The Service Provider shall record and report details of the incident to the Authorised Officer through the Information Technology System, such details to include photographic and other evidence, including the location and the type of waste categorised as per waste types input into ‘Flycapture’, the national web-based fly-tipping database, managed by the Environment Agency on behalf of the Department for the Environment, Food and Rural Affairs (DEFRA).

50 CLEANSING OF PRECINCTS AND SURFACE CAR PARKS

50.1 For those precincts and car parks included in the Street Cleansing Areas, the Service Provider shall as part of the Street Cleansing Services cleanse each precinct and car park in accordance with the Cleansing Performance Standard which corresponds with:

50.1.1 that precinct’s or car park’s specific assigned Priority Zone; or

50.1.2 where the precinct or car park has not been assigned a specific Priority Zone, the Priority Zone of the street by which the car park is entered.

50.2 The Service Provider shall open, close and lock gates and barriers as part of the Street Cleansing Services and ensure that the Service Provider’s staff has the appropriate keys and equipment to facilitate this work.

51 REMOVAL OF GRAFFITI AND FLY POSTING

51.1 The Service Provider shall as part of the Street Cleansing Services:

51.1.1 remove fly-posting, stickers or other defacing materials; and

51.1.2 remove or cover graffiti. This shall include, but not limited to, publicly owned buildings, highway surfaces, car parks, street furniture, walls, fences;
51.1.3 The removal shall take place as discovered by the Service Provider or notified to it, within the following timeframe:
   (a) fly-posting, stickers and other defacing materials: 3 Working Days;
   (b) graffiti: 3 Working Days; and
   (c) offensive graffiti, fly posting, stickers or other defacing materials: 4 Working Hours;

51.2 The Service Provider shall record and report details of the incident (including its location and photographic evidence) to the Authorised Officer through the Information Technology System if the flyposting has identifiable contact information, photographic evidence of this, and where practicable, the fly posting material, shall be provided to the Authorised Officer to support the Authorities’ enforcement functions. If requested by the Authorising Officer the Service Provider shall delay removal of graffiti to allow evidence collection to take place.

51.3 The Authorised Officer may instruct the Service Provider to remove graffiti from privately owned property following request by the property owner to the Authorised Officer.

52 CLEANSING OF ITEMS OF STREET FURNITURE AND SIGNAGE

52.1 The Service Provider shall as part of the Street Cleansing Services cleanse items of street furniture and signage, including but not limited to seating, lighting columns and handrails so that the Street Furniture and Signage is kept clean and free of debris and stains. The Service Provider shall remove graffiti, fly posting, stickers and other defacing items as discovered by or notified to it and as set out in section 51 of this Specification.

53 REMOVAL AND MANAGEMENT OF HIGHWAY WEEDS

53.1 The Service Provider shall as part of the Street Cleansing Services manage (to include the removal of) weeds from all highways surfaces (including refuges, central reservations, lay-bys and car parks) within the Street Cleansing Areas using an approved herbicide;

53.2 The Service Provider’s methods shall provide effective control of weeds through minimising re-growth, minimising the potential for plant reproduction and destroying root systems. The Service Provider shall ensure that any application of herbicide is carried out in such a way as to minimise the risk of contamination of the surface water and drainage system. The Service Provider’s use of herbicide must be in compliance with the manufacturer’s label recommendations, relevant legislation and COSHH Regulations;
53.3 The primary growing season shall be anticipated to fall between March and November. This is dependent on local climatic conditions and may be extended or reduced as agreed with the Authorised Officer;

53.4 The control of weed growth shall be divided into 2 categories: Highway Hard Surface Weeds and Injurious and Noxious Weeds.

53.5 **HIGHWAY HARD SURFACE WEEDS**

53.5.1 The Service Provider shall apply a hazard free formulation of a translocated, non-residual herbicide (glyphosate or equivalent) with prior approval of the Authorised Officer. This should be applied on a minimum of 2 occasions, at optimum periods each year, at the locations identified by the Authorised Officer;

53.5.2 The Service Provider shall apply the above method to adopted footways as requested by the Authorised Officer;

53.5.3 The Service Provider’s application of the herbicide shall provide effective control of weed growth on all kerbs, channels, traffic islands, footways and solid backlines. The Service Provider shall take care not to spray on cultivated or grassed areas.

53.6 **INJURIOUS AND NOXIOUS WEEDS**

53.6.1 The Service Provider shall treat and/or remove injurious or noxious weeds, (primarily Ragwort, Japanese Knotweed and Giant Hogweed) on the highway in the schedules provided by the Authorised Officer as required. The control measures used shall be appropriate to the species and applied at optimum periods each year, in accordance with current best practice or the instruction/agreement of the Authorised Officer. The Ragwort Control Act 2003 and associated Code of Practice shall be followed.

53.7 **ADDITIONAL WEED CONTROL**

53.7.1 The Authorised Officer may instruct the Service Provider to undertake additional weed control and the associated Rate of Payment shall apply.

54 **EMERGENCY ASSISTANCE**

54.1 The Service Provider shall at the request of the Authorised Officer provide resources to the Authorities to support gritting activities during or in anticipation of wintry weather conditions. Such areas will include, but will not be limited to, key priority routes, including shopping areas, car parks, pavements and schools.
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AGENDA ITEM 5

Executive Summary:
A second revision of the Joint Waste Strategy has been produced via a thorough and inclusive process. The successful completion of its actions will result in higher performing, better value waste services for Surrey. Adoption of the revised Strategy is concurrently being considered by all 12 Partner authorities in Surrey. It should be noted that minor drafting revisions to the Strategy document may be required as a result of Partners’ approval processes.

Recommendation: That Cabinet:

(A) Approve the adoption of the revised (2015) Joint Municipal Waste Management Strategy, and

(B) Grant delegated authority to the Strategic Director, in consultation with the Portfolio Holder, to make any minor amendment to the Strategy that may arise from its consideration by the Surrey Waste Authorities.

Report:

Background:

1. The authorities in two-tier counties such as Surrey have different responsibilities for managing waste and recycling. The districts and boroughs are responsible for its collection and the county council is responsible for its treatment and disposal.

2. To ensure that the authorities work together to manage the waste in a coherent way, the law requires two-tier areas to produce a joint strategy for the management of municipal waste, and to keep this under review.

3. In 2006, the Waste Members’ Group of the Surrey Local Government Association (SLGA) produced the first Joint Municipal Waste Management Strategy for Surrey, which was adopted by the Council.

1 Waste Emissions and Trading Act 2003
4. The SLGA Waste Members’ Group then became the Surrey Waste Partnership (SWP). This includes all of Surrey's authorities and is the main forum through which waste management matters are discussed and improvement actions are agreed. To reflect the dynamic nature of waste management in Surrey, SWP produced a revision of the Joint Waste Management Strategy in 2010.

**Strategy Revision 2015:**

5. Much change has occurred since the 2010 revision and a second revision has now been prepared in order to ensure that our joint actions for the next ten years reflect the needs of our current times and aspirations for the future. This revision includes a new aim, objectives and targets which are supported by a new set of specific and measurable actions.

6. The revised Strategy was developed by combining the input of Officers and Members of Surrey Waste Partnership via a project steering group and scrutiny at Partnership meetings. The steering group looked at best practice examples of other joint waste strategies, as well as examples in local Councils.

7. A public consultation exercise took place between July and October 2014 and focused on identifying residents' barriers to reducing, reusing and recycling more of their waste. Other stakeholders included the waste management industry, businesses, environment and conservation groups and other local authorities. The feedback from the consultation was incorporated into the final draft of the Strategy which is now commended by the Surrey Waste Partnership for adoption by the Council. A copy of the Revised Strategy is attached at Appendix 1.

8. **Performance:** Much has been achieved since 2006, and the Council has actively participated in partnership working. Collection arrangements have largely been aligned, the range of recycling materials able to be collected has greatly increased and waste food collection from houses is now universal. Surrey’s overall recycling rate has increased from 31% to 52% in 2013/14 and waste to landfill has decreased dramatically from 67% to only 11%.

9. **Key Challenges:** Whilst progress has been made over the last few years, waste management in Surrey is now facing a number of significant challenges. These include: budget pressures, stalling performance, changing legislation and regulation, and population and waste growth.

10. **Aims & Targets:** Surrey’s waste authorities should strive to continue to improve in order to succeed against the challenges described above; therefore the Strategy has an ambitious aim – ‘to be the leading county area in England for waste management’. It is proposed that performance against the aim is measured periodically using the following indicators:

- Household waste and recycling per person (kg)
- Recycling and recovery rate (%)
Municipal waste sent to landfill (%)
Cost per household (£)

Targets against each of these indicators are presented in the revised Strategy - Annexe 1.

11. To achieve the Strategy’s challenging aims and meet the targets, the following high level objectives set out what should be done:

- Provide a high quality service
- Work with others
- Maximise value from waste materials

These objectives are broken down into work areas containing specific actions within the Strategy - Annexe 1. The successful delivery of these actions will help to achieve this revised Strategy’s targets.

12. **Delivery:** To deliver the Strategy successfully, each Partner, is preparing an operational plan which delivers the actions. Delivery will be monitored annually, and the annual review will be considered by the Partnership. Being able to hold one another to account is key to realising the collective and individual benefits, whilst maintaining local responsibility for locally agreed operational plans is key to local governance.

13. **Review:** Targets and actions will be revised periodically during the life of the Strategy in the first instance by the Surrey waste Partnership, and a further revision of the whole document is anticipated as being necessary in 2019/20.

**Financial implications:** No specific commitments to future additional funding arise from the proposed adoption of the revised Strategy. Should initiatives be forthcoming from the actions and targets they will be assessed and considered as part of the Council’s Financial Strategy and budget setting process.

**Environmental/Sustainability Implications:** The recommendations contained in this report will have the following significantly beneficial environmental implications – a positive impact on resource use, pollution reduction and the environment.

**Legal implications:** The Department for Environment, Food and Rural Affairs (DEFRA) required two-tier waste areas such as Surrey to produce a Joint Municipal Waste Management Strategy to better co-ordinate their waste management responsibilities.

**Equality Implications:** None

**Risk Implications:** None

**Community Safety Implications:** None

**Principal Consultees:** As set out in the report
Background papers: None

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

Contact details: Head of Environmental Services
1 Introduction

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

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

We are the Surrey Waste Partnership (SWP) which is made up of Surrey County Council (SCC) and the 11 district and borough councils in Surrey (shown in Figure 1). SWP aims to manage Surrey’s waste in the most efficient, effective, economical and sustainable manner.
The 11 district and borough councils are Waste Collection Authorities (WCAs) and are responsible for the collection of Surrey’s municipal waste which includes waste from households. SCC is the Waste Disposal Authority (WDA) and is responsible for the disposal and treatment of Surrey’s municipal waste collected at the kerbside and waste and recycling from Surrey’s Community Recycling Centres (CRCs).

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

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

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

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

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

1.3 Why are we revising the strategy?

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

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

1.4 How does the strategy work?

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

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

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

2.1 Past performance

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

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

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

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

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

Waste reduction

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

![Figure 2: Total household waste produced in Surrey](image-url)
The previous strategy revision aimed to continue the downward trend by reducing household waste by 30,000 tonnes between 2009/10 and 2013/14. We were on target to achieve this, with a 25,000 tonne decrease recorded in 2012/13, however there was a significant increase in 2013/14 which went against the downward trend and meant that the target was not met. This increase is thought to be caused by a combination of factors, including:

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

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

**Landfill diversion and recycling**

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

![Figure 3: Proportion of waste recycled, recovered and landfilled](image)

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

**Cost of waste management**

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

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

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

2.3 Current challenges

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

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

![Figure 6: Household recycling rates in 2013/14 by partner authority](image)

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

Changing legislation and regulation

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

Increasing population

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

Budget pressures

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

\(^1\) http://www.legislation.gov.uk/uksi/2011/988/contents/made
collection and management will be seen as a key area for saving money. However, this is not likely to be straightforward because of the challenges outlined above and the fact that transporting and disposing of waste is likely to get more expensive in the future.

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

3  Aim and targets

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

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

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

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

The standard recycling indicator\(^3\) has been subject to changes by the government, including a ban on recycling street-swept leaves, and could be changed again in the future. By using a new indicator that we have control over, we can keep it the same during the strategy period so that it remains a valid way of assessing our performance.

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

\(^2\) For example street sweepings and non-clean wood waste

\(^3\) National Indicator 192
**Cost of waste management per household** - As Section 2 shows, waste is very expensive to manage and there is currently a strong imperative for local government to reduce its costs. This indicator will show us how well we are controlling the cost of waste for the average Surrey household.

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

---

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

1. **Household waste and recycling per person**

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

<table>
<thead>
<tr>
<th>Numerator</th>
<th>Total tonnage of household waste in Surrey X 1,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denominator</td>
<td>Population in Surrey</td>
</tr>
</tbody>
</table>

2. **Recycling and recovery rate**

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

<table>
<thead>
<tr>
<th>Numerator</th>
<th>Tonnage of household waste sent for reuse, recycling or composting PLUS Separately collected materials where recovery is preferable to recycling e.g. street sweepings and non-clean wood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denominator</td>
<td>Total tonnage of household waste</td>
</tr>
</tbody>
</table>

3. **Percentage of municipal waste sent to landfill**

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

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

<table>
<thead>
<tr>
<th>Numerator</th>
<th>Denominator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal waste sent directly to landfill, PLUS Municipal waste collected for recycling but rejected to landfill, PLUS Residual waste sent to landfill after an intermediate treatment (this does not include residues from thermal treatment)</td>
<td>Total municipal waste</td>
</tr>
</tbody>
</table>

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

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

Table 1: Strategy targets

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

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

4 Core values

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

Meeting the future needs of communities

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

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

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

Best value to residents

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

Sustainable environment, society and economy

We will apply the principles of sustainable development. This takes into account three ‘pillars’ - our environment, society and the economy\(^4\). The development of our waste services will seek to protect our environment, support the wellbeing of Surrey’s residents and benefit our economy, both now and in the future.

Treat waste as a resource

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

Innovative thinking

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

\(^4\) Guiding Principles for Sustainable Development, DEFRA
5 Objectives

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

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

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

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

6 Actions and outcomes

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

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

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

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

<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regularly producing customer service surveys to find out what the barriers are to improving waste management and how we can improve the quality of the information that we provide</td>
<td>• Periodic and targeted customer service surveys for waste management are produced and analysed at least once every three years.</td>
</tr>
<tr>
<td>2</td>
<td>Providing simple, accessible and effective communication routes to give feedback</td>
<td>• A question on the ease of accessibility of information is included in the above surveys</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Telling residents and businesses why it is important to reduce their waste and how they can do it</td>
<td>• Include waste reduction as part of the county-wide communications campaigns described in Work area 7</td>
</tr>
<tr>
<td>2</td>
<td>Providing all new residents with full information about their waste and recycling service</td>
<td>• Information packs for new residents based on a best practice standardised format have been produced and are being issued to all new residents by 1 January 2016</td>
</tr>
</tbody>
</table>
| 3  | Engaging with specific residents and businesses that do not present recyclables for collection, or present contaminated recyclables for collection to understand their barriers to recycling and help overcome them | • Each authority has a local procedure in place for following up contaminated collections by 1 January 2016  
• Each authority sees a year-on-year reduction in rate of contaminated recycling bin rejections |
### 4 Publishing a charter each year showing residents and businesses where their waste and recycling is being sent for treatment

- An annual charter is issued on the SWP website by July each year

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<tr>
<th>#</th>
<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target #</th>
<th>Who?</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Publishing a charter each year showing residents and businesses where their waste and recycling is being sent for treatment</td>
<td>- An annual charter is issued on the SWP website by July each year</td>
<td>1,2,3,4</td>
<td>SWP manager</td>
</tr>
</tbody>
</table>

### 6.2 Work with others

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

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<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target #</th>
<th>Who?</th>
</tr>
</thead>
</table>
| 1  | Engaging with and empowering volunteer and community groups            | - A partnership community engagement plan is produced by 1 January 2016 and is kept under annual review  
- The community engagement plan includes actions that add social value to communities | 1,2,3,4                 | SWP manager |

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

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<th>#</th>
<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target #</th>
<th>Who?</th>
</tr>
</thead>
</table>
| 1  | Get better deals for goods and services e.g. new collection vehicles   | - Waste management related contracts, products and services are procured jointly unless deemed impractical after consultation with other partners  
- The end dates of new waste management contracts are synchronised across similar contracts let by other SWP authorities to maximise opportunities for future joint procurement  
- The costs of waste products and services reduce each year after the impact of inflation has been taken into account. | 4                       | All partners |
| 2  | Get better deals for contracts from waste management companies for collecting and/or managing our waste |                                           |                         |            |
Work area 5: In Surrey, we work closely with the private sector in order to deliver some of our waste management services, but we could work together more effectively. We will work with the private sector companies that process our waste to:

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<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target #</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Clearly agree with reprocessors on what materials can be recycled, and pass on this information to our residents and businesses</td>
<td>• MRF and reprocessor input contamination rates are checked quarterly by each authority and show a year-on-year reduction</td>
<td>2,3,4</td>
<td>All partners</td>
</tr>
</tbody>
</table>
| 2  | Make sure that both the Surrey taxpayer and the reprocessor get the best deal possible from selling the recyclables that we produce | • Soft market testing is done on each material stream at least twice a year  
• If prices are significantly worse than the market price, corrective action is taken where possible within the constraints of the contract | 4                       | All partners       |

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

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<th>Outcomes</th>
<th>Contributes to target #</th>
<th>Who?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lobby product manufacturers and retailers to design household products that minimise waste and are easy to recycle</td>
<td>• The SWP is represented at all relevant forums and is in attendance at all relevant events involving waste authorities and product manufacturers</td>
<td>1,2,3,4</td>
<td>SWP manager</td>
</tr>
</tbody>
</table>
| 2  | Lobby central government to develop legislation that facilitates the reduction of waste and increases high quality recycling | • SWP has provided a unified response to all relevant government consultations regarding waste management  
• SWP actively lobbies central government on key matters                                                                                               | 1,2,3,4                 | SWP manager        |
6.3 **Maximise value**

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

<table>
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<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target</th>
<th>Who?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Enabling residents to recycle any material where it is environmentally and financially beneficial to do so - at home, at community recycling centres and on the go</td>
<td>• Waste hierarchy assessments take place as part of Waste Regulations compliance assessments (see Work area 10). These will determine if it is viable to recycle new materials.</td>
<td>2,3,4</td>
<td>All partners</td>
</tr>
<tr>
<td>2</td>
<td>Ensuring controls are in place so that all new developments have sufficient space for waste and recycling containers</td>
<td>• Each new development in a WCA’s area has sufficient space for all recycling containers necessary to provide the full collection service</td>
<td>2,3,4</td>
<td>All WCAs</td>
</tr>
</tbody>
</table>
| 3  | Increasing the proportion of bulky waste that is reused and recycled   | • Each authority reuses and recycles at least 30% of bulky waste in 2016/17 and 40% in 2017/18  
• Each authority undertakes reuse and recycling using the community sector wherever possible | 2,3                   | All partners  |
| 4  | Providing residents with as much capacity (bin space) for recycling as they need. This excludes garden waste which is chargeable throughout Surrey. | • All WCAs provide free unlimited capacity for recycling (excluding garden waste) by 1 October 2015 | 2,3,4                 | All WCAs      |
| 5  | Reducing capacity for non-recyclable waste at the kerbside, to encourage residents to minimise their waste and use recycling bins | • All WCAs are enforcing policies for no side-waste and closed lids on residual bins by 1 October 2015  
• Each WCA has provided each households with no more than 360 litres of residual waste capacity per month as standard by the end of each WCA’s bin stock life or by 1 April 2020, whichever is sooner | 1,2,3,4               | All WCAs      |
<table>
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<tr>
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<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target #</th>
<th>Who?</th>
</tr>
</thead>
</table>
| 6 | Regularly identifying where and how recycling can be increased | • A high level annual assessment identifying recycling rates for individual materials is produced by SWP for each partner authority  
  • From 1 April 2015, the WDA undertakes assessments at least once a quarter of recycling rates for each material at each CRC and identifies priority areas and improvement options  
  • From 1 April 2015, all WCAs undertake assessments at least once a quarter, of:  
    o MRF and reprocessor input contamination rates to determine what the contaminants are  
    o Containers that are rejected because of contamination and where the problem areas are  
    o Recycling rates at the individual round level to identify areas with high and low recycling rates  
  • All WCAs undertake assessments of participation rates using the latest guidance and identify where problem areas are  
  • Results of the above assessments are reported to SWP and summarised twice annually at the meetings | N/A | All partners |
| 7 | Using targeted communication campaigns to increase recycling in the priority areas (identified by the six monthly analyses above) | • Measured improvements in priority areas for the above indicators | 1,2,3,4 | All partners |
| 8 | Publicising any changes to collection services with clear and comprehensive information | • SWP communications guidance is used to provide clear communications  
  • Each campaign performs well when evaluated using the SWP monitoring and evaluation template | 1,2,3,4 | All WCAs |
<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target #</th>
<th>Who?</th>
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</thead>
</table>
| 9  | Making communications campaigns more consistent across the county in order to increase their efficiency and maximise their impact | From 1 April 2015:  
- Have agreed a timetable for county-wide communications campaigns  
- Use ‘Recycle for Surrey’ branding on all communications  
- Abide by SWP guidance for consistency in local service communications  
- Use the SWP template for monitoring and evaluating communications campaigns | 1,2,3,4                 | All partners              |

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

<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target #</th>
<th>Who?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Not collecting recycling containers containing contaminating waste materials, with clear information given to the affected resident as to why, and how they can reduce contamination in future</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
- Annual reductions in MRF and reprocessor input contamination rates  
- All WCAs provide regular training to crews on managing contamination by 1 January 2016 | 4                                      | All WCAs                  |

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

<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target #</th>
<th>Who?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Collecting the same materials in the same way across Surrey</td>
<td></td>
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</tr>
</tbody>
</table>
- At the end of each WCA’s materials management contract for each material, or by 1 April 2020, whichever is sooner all WCAs will collect and present each household material stream in the same way  
- At the end of each WCA’s bin stock life or by 1 April 2020, whichever is sooner, all WCAs will have an agreed form of consistent colour coding for their bins(for example bin bodies, or bin lids, or bin stickers). | 2,3  | All WCAs                  |
<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target #</th>
<th>Who?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Pooling and centrally managing all the material from each waste stream in Surrey, using economies of scale to attract the best possible prices</td>
<td>• Each material waste stream is being centrally managed for all authorities once existing contracts have expired, if not before</td>
<td>4</td>
<td>All partners</td>
</tr>
<tr>
<td>3</td>
<td>Investing in developing waste management infrastructure as appropriate, to give us more control over how materials are managed and help us ensure that we are getting the best deal environmentally and financially</td>
<td>• An options appraisal for developing infrastructure for at least dry recyclables and textiles has been undertaken by 1 July 2015</td>
<td>4</td>
<td>SCC</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
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<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target #</th>
<th>Who?</th>
</tr>
</thead>
</table>
| 1  | Testing all of our collection systems against the requirements of the law and in particular assessing their cost and environmental impacts to make sure that they are compliant. | • A Waste Regulations compliance assessment is undertaken and documented (at the individual authority level) whenever changes are proposed regarding  
  o The availability of recycling techniques and accessible facilities for materials that are currently difficult to recycle.  
  o The cost of vehicles.  
  o The cost of staff, value of recyclables and the costs of energy recovery or disposal.  
  o Collection, treatment or vehicle contracts coming to an end. | 4                       | All partners   |
Work area 11: Some of our WCAs already collect commercial waste, which they are allowed to charge for. This is a valuable income stream to them which helps to offset other waste management costs. We will generate more income from commercial waste by:

<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target #</th>
<th>Who?</th>
</tr>
</thead>
</table>
| 1  | Using existing collection vehicles and waste infrastructure to offer commercial waste collections across the county where financially viable | • Each authority has been involved in an options appraisal exercise for creating or expanding commercial waste collections by 1 April 2016  
• Offer a commercial waste service at community recycling centres by 1 April 2016 | 4                      | All partners |
| 2  | Offering commercial waste collection services that are excellent quality and competitively priced | • Commercial waste collection prices are set at least annually by each partner at a level that is fair for customers and Surrey taxpayers  
• The size of the each partner’s customer base and level of customer retention is assessed at least annually  
• Each partner’s customer base increases each year and customer retention levels do not decrease | 4                      | All partners |
| 3  | Making sure that businesses do not dispose of their waste through household waste services | • Collection crews are trained to identify and report commercial waste abuse by 1 January 2016  
• Where household and commercial waste are collected together, an accurate and robust method will be used to calculate the proportions of each  
• Cost effective measures to avoid commercial waste abuse at CRCs are implemented at all sites and monitored and recorded at least quarterly | 1,4                    | All partners |
Work area 12: It is important that we do not forget about our existing arrangements for collecting and managing our waste. We will continually improve these by:

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<th>Action</th>
<th>Outcomes</th>
<th>Contributes to target #</th>
<th>Who?</th>
</tr>
</thead>
</table>
| 1  | Scrutinising existing arrangements regularly to identify opportunities for service improvement and cost savings | • All contract monitoring frameworks involve constant scrutiny of performance and savings opportunities  
• Key performance indicators for all contracts/arrangements are compared against peer authorities at least annually | 2,3,4                  | All partners   |
| 2  | Making sure that our CRC network is optimised to provide a good service to residents whilst extracting maximum value from materials | By 1 April 2016 options have been assessed for:  
• Charging for non-household waste  
• Reducing opening days and/or hours  
• Closing sites that are inefficient and can not be improved  
• Selling reusable materials either on or off site | 4                      | SCC            |
| 3  | Diverting our residual waste from landfill                             | • All residual waste is diverted from landfill by 2019/20                                           | 3,4                    | SCC           |
| 4  | Improving our understanding of the total cost of managing waste and recycling in Surrey | • A SWP cost assessment is undertaken by the end of each calendar year  
• The cost capturing methodology is assessed annually prior to the assessment | 4                      | SWP Manager    |
7 Plan for delivery

7.1 Responsibilities

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

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

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

7.2 Monitoring and evaluation process

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

7.3 Revision process

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

Table 2: Revision timetable - active years are shaded green

<table>
<thead>
<tr>
<th>Year</th>
<th>Revision of targets</th>
<th>Revision of actions</th>
<th>Full strategy revision</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014/15</td>
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<td>2015/16</td>
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<td>2024/25</td>
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</table>
8 Glossary of terms

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

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

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

Community Recycling Centres (CRCs)
Sites operated by SCC where residents within a specified area can dispose of their household waste, in particularly bulky waste, free of charge.

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

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

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

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

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

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

The Environment Agency (England and Wales)
The Environment Agency for England was formed by the Environment Act 1995 to regulate emissions of and pollutants to air, land and water. The Agency’s main role in the
management of waste is through its regulatory activities to protect the environment and human health.

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

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

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

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

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

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

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

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

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

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

Recycling

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

Recovery (other recovery)

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

Reduction (prevention or minimisation)

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

Rejects

Material that cannot be recycled or recovered by the reprocessor.

Reprocessor

A company that recycles or recovers waste.

Residual waste

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

Re-use

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

Side waste

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

Social value

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

Sustainable development

Development which meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development, as defined by UK
Government [Defra. Securing the Future: delivering UK sustainable development strategy, March 2005], is the integration of social, economic and environmental objectives.

Waste Hierarchy

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

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

This report introduces the Council’s draft Housing and Homelessness Strategy 2015-19 which is attached at Appendix 1. It summarises the consultation undertaken to shape the strategy and its scope and content, including the five priorities and related objectives to be taken forward over the next four years.

RECOMMENDATION: THAT

(A) THAT MEMBERS CONSIDER, APPROVE AND RECOMMEND THE DOCUMENT (SUBJECT TO ANY FINAL MINOR AMENDMENTS) SET OUT AT APPENDIX ONE TO COUNCIL FOR ADOPTION; AND

(B) THAT AUTHORITY BE DELEGATED TO THE HEAD OF HOUSING SERVICES, IN CONSULTATION WITH THE PORTFOLIO HOLDER FOR HOUSING, TO MAKE ANY FINAL MINOR AMENDMENTS TO THE DOCUMENT THAT MAY BE NECESSARY PRIOR TO PUBLICATION.

REPORT:

1.0 Overview

1.1 The Housing & Homelessness Strategy sets out the borough’s housing plans for the next four years. It is an overarching position statement that sets out the Council’s strategic priorities and objectives across all housing tenures and its approach to tackling homelessness. The proposed strategy supersedes the most recent strategy which ran from 2009-12 and its completion delivers on a commitment set out in the 2014/15 Council Plan.

1.2 The document outlines the key housing challenges facing Elmbridge, and sets out the Council’s priorities for addressing these and tackling homelessness. It is a Council document and forms part of the Council’s policy framework, but has been labelled as a strategy for Elmbridge, in order to recognise the role of partner agencies, both in its formulation and its implementation. Whilst the Council will lead on the majority of the items in the action plan, meeting the strategy’s objectives is dependent on the contribution of a range of partners.
1.3 Whilst there is no longer a legal duty on the Council to either publish a housing or a homelessness strategy, a decision was made to produce a combined strategy, reflecting the linkages between the issues and the benefit that such a strategy could bring, in terms of:

- Identifying the housing challenges and priorities for Elmbridge and helping secure commitment to address them
- Allowing the Council and other parties to be held to account, in terms of delivering on agreed priorities
- Helping influence what partner agencies do with Elmbridge
- Promoting partnership working and strategic planning

1.4 The preparation and publication of a strategy also helps the local authority in achieving its aspiration of achieving the “Gold Standard” for its approach to homelessness prevention. The Gold Standard is a set of ten benchmarks set by Communities and Local Government which local housing authorities are encouraged to meet, working with partner agencies.

1.5 The overall purpose of the strategy is to increase the supply of affordable housing; make the best use of the existing housing stock; prevent homelessness and to shape the delivery of housing-related services across the Borough to support the well-being of Elmbridge and its residents.

1.6 The strategy is informed by and sits alongside an array of national, county-wide and local policies and strategies, including, but not confined to the Local Plan, the Asset Management Plan and the Council’s Medium-Term Financial Strategy.

1.7 The strategy is accompanied by an evidence base, “Housing in Elmbridge: Facts and figures (2015)”.

2.0 Consultation

2.1 The strategy has been informed by stages of consultation. The elements around homelessness prevention were developed in consultation with the Elmbridge Homelessness Network, comprising a range of organisations and individuals with an interest in tackling this issue. A separate event to inform the broader strategy was staged in December 2014 and attended by over forty representatives from housing provider, health, social care and the voluntary sector.

2.2 The Affordable Housing Member Panel considered a report outlining the proposed priorities and objectives at its meeting in November 2014 and selected Members agreed to form a sounding-board to review and comment upon a first draft of the strategy. This sounding-board convened in mid-February and the draft strategy at Appendix 1 amended in light of the feedback received.

2.3 A commitment was given at the aforementioned event in December 2014 to provide an opportunity for those attending to comment on the draft strategy
and this was duly undertaken. The strategy has been amended slightly in the light of the small amount of feedback subsequently received.

3.0 Strategic priorities & objectives

3.1 As the assembly of the evidence-base and consultation process progressed, five priorities were identified and these are set out below together with a selection of the most significant objectives relating to each. The main body of the strategy document and the action plan are built around these priorities.

**Priority 1: We will work with partners to deliver more affordable housing and make best use of the social housing stock**
- To support the delivery of at least 300 affordable homes in Elmbridge between April 2015 and March 2019
- To review and update the Council’s evidence base and where necessary, planning policies relating to housing and affordable housing, to meet identified needs
- To continue to deliver on the Council’s commitment to help meet local housing need through affordable housing
- To work with partners to both facilitate the delivery of additional affordable housing and make best use of existing stock

**Priority 2: We will improve housing conditions in all tenures to ensure a safe, healthy and energy efficient housing stock and develop new ways of working to make greater use of the private-rented sector to meet local need**
- To reduce the number of long-term empty homes within Elmbridge
- To refresh our policies around improving housing conditions in all tenures but predominately in the private rented sector, based on an updated evidence base
- To tackle fuel poverty and oversee improvements in home energy efficiency
- To support a healthy and well-managed private-rented sector
- To explore opportunities for market-rented housing to meet housing needs

**Priority 3: We will support, older disabled and vulnerable residents to live safe, healthy and independent lives**
- To review and improve the initial assessment of older and disabled residents with housing needs and the provision of information, advice and support
- To meet the housing needs of older people, both now and in the future
- To better meet housing & support needs of vulnerable residents

**Priority 4: We will respond and wherever possible prevent homelessness amongst single people and families**
- To prevent homelessness, through the provision of effective support and advice
- Maximising supply and choice for temporary or longer-term accommodation
- Preventing and responding to single homelessness, including rough sleeping
- To strive to provide a “Gold Standard” service to tackling homelessness
- To tackle homelessness through partnership working

**Priority 5: We will prepare for Universal Credit and provide a high-quality benefit service**
- With partners, to implement Universal Credit and other welfare reforms, whilst minimising the adverse impacts on residents
- To successfully transfer the Council’s Housing Benefit fraud prevention service into the Single Fraud Investigation Service (SFIS)
- To deliver the Council’s remaining responsibilities around housing benefit to a high standard

**4.0 Implementation and review**

4.1 Whilst running to 2019, a mid-point review of the strategy will take place in 2017. This anticipates the likelihood that, like its predecessor, changes in the wider environment (for example, in relation to national housing policy or welfare reform) will mean that what is actually delivered may differ somewhat from what is in the strategy. As such, the strategy recognises the importance of flexibility and the action plan should not be regarded as fixed.

**Financial implications:**
The majority of the targets within the action plan are to be met from existing resources. Where additional resources are identified for the delivery of specific items, these will be sought through the annual bidding cycles.

**Environmental/Sustainability Implications:**
The strategy aims to improve home energy efficiency, to tackle fuel poverty and to reduce the volume of CO₂ emitted from the Borough’s housing stock. As such, progress on these issues will contribute to the Council’s wider objectives around sustainability and contribute to environmental well-being.

**Legal implications:**
None for the purposes of this report.

**Equality Implications:**
Delivery of the objectives laid down in the strategy will assist the Council in meeting its aims under the Equality Duty. The draft strategy has been subject to an Equality Impact Assessment.

**Risk Implications:**
Failure to set out a clear strategic direction will inhibit the Council’s ability to best meet the housing needs of the borough and could also limit opportunities to both attract external / government fund and restrict our ability to influence the decisions of other organisations which could potentially assist in meeting the objectives laid down in the strategy.
Community Safety Implications:
None for the purposes of this report.

Principal Consultees:
Providers of affordable housing within Elmbridge, local voluntary sector organisations, Surrey County Council and providers of housing-related services within Elmbridge.

Background papers:
Housing in Elmbridge – Facts and Figures 2015 (Draft)

Enclosures/Appendices:
Appendix 1 Draft Housing & Homelessness Strategy 2015-19 (including action plan)

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A Housing and Homelessness Strategy for Elmbridge 2015-19

(Draft for Cabinet – 18 March 2015)
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1 Introduction

1.1.1 This Strategy sets out the borough’s housing plans for 2015-2019. It states the Council’s aims and objectives across all housing tenures and our approach to tackling homelessness. Its role is to:

- Identify the housing challenges and priorities for Elmbridge and help secure commitment to address them
- Allow the Council and other parties to be held to account, in terms of delivering on agreed priorities
- Help influence what partner agencies do within Elmbridge
- Promote partnership working & strategic planning
- Prompt different ways of working / delivering services, where appropriate

1.1.2 The overall purpose is to increase the supply of affordable housing, make the best use of existing stock, prevent homelessness and to shape the delivery of housing-related services across the borough, to support the overall well-being of Elmbridge and its residents.

1.1.3 The strategy has been developed in consultation with partner agencies and residents and is a strategy for Elmbridge as a whole, rather than the Council alone. Only through working together will the strategy’s objectives be met.

1.1.4 This strategy builds on the achievements of its predecessor, which ran from 2009 to 2012. A selection of the key achievements recorded since 2009 are set out on the following page. Looking back, a significant amount of what has been achieved was not included in the previous action plan, but demonstrates a response to changing circumstances. Going forward, the strategy must be flexible enough to accommodate further changes in the political, legal and economic landscape and to allow for targets and items in the action plan to be reviewed and replaced, if necessary. For example, the May 2015 general election will, whatever its outcome, have local implications which are difficult to predict. As such, a review of the strategy will take place shortly at its mid-way point, in 2017.

1.1.5 A number of the priorities identified in the 2009-12 strategy remain pressing, reflecting the scale and long-term nature of the issues. The priorities have been identified through consideration of current and emerging issues, informed by an evidence base (see the separate “Housing in Elmbridge – Facts & Figures 2015” document) and checked through consultation.

1.1.6 The strategy has identified five priorities and these will be taken forward through the following commitments:

1. We will work with partners to deliver more affordable housing and make best use of the social housing stock
2. We will improve housing conditions in all tenures to ensure a safe, healthy and energy efficient housing stock and explore and develop new models of working to make greater use of the private rented sector to meet local need
3. We will support older, disabled and vulnerable residents to live safe, healthy and independent lives
4. We will respond and wherever possible prevent homelessness amongst single people and families
5. We will prepare for Universal Credit and provide a high-quality benefit service

1.1.7 This strategy document and action plan demonstrate how we will address these priorities and fulfil our commitments.

Key achievements since the adoption of the Housing & Homelessness Strategy in 2009

- Delivery of 499 affordable homes by housing associations between April 2009 and September 2014
- 26 households helped into home-ownership via the Elmbridge Homeownership Assistance Scheme since April 2011
- Adoption of the Local Development Framework, with its target of providing at least 1150 affordable homes between 2011-26
- Launch of the SEARCH Moves choice-based lettings scheme in 2009, offering home-seekers more information and choice in their housing options
- Promoting better use of the social housing stock by helping over 100 under-occupying households to downsize since April 2012 through the Perfect Fit scheme
- Adoption of a revised Housing Allocations Policy in summer 2014, strengthening the priority given to applicants with established local connections and those in work
- Improvements to the quality of temporary accommodation available for homeless families by ending the use of hostels with shared facilities
- Reducing the number of homeless households in temporary accommodation to historically low levels (33 at the end of 2014), bucking national trends
- Overseeing a fall in the number of long-term empty homes in the borough from 665 to 534 between October 2009 and October 2014, a fall of 20%.
- Improvements to 334 substandard homes through the Council’s intervention between April 2009 and September 2014
- Membership of the Action Surrey partnership since 2010 offering residents advice and support to improve the home energy efficiency of their homes and to tackle fuel poverty
- Help given to 36 vulnerable home-owners to fund home improvements through the Home Trust Loan scheme between 2009 and September 2014
- Adoptions to 492 homes through the provision of Disabled Facilities Grants between April 2009 and November 2014, allowing disabled residents to live independently in their own homes
- Completing over 900 minor works and repairs each year for vulnerable residents through Care and Repair Elmbridge’s Handyperson Service
- Successfully implementing a range of welfare reforms, relating to housing benefit and council tax support and making most effective use of Discretionary Housing Payments, so as to minimise the adverse impacts of these changes on lower-income households
2 The Context

2.1 Introduction

2.1.1 The strategy and action plan are best understood when considered within the wider social, political and economic context. For example, the Coalition Government has undertaken major overhauls of housing, planning and welfare policy and the structure and funding of national and local government. Broadly, these reforms have been aimed at helping to reduce the national deficit and to promote economic recovery, through supporting house-building. Obviously our local ambitions need to reflect both the likely resources available and the level of control the Council and partner agencies can exert in relation to the issue identified. For example, the costs of buying a home or renting privately in Elmbridge reflect market forces and are beyond the Council's control. As such, the Council is largely responding to wider forces, rather than shaping them.

2.2 The National Picture


2.2.1 The Government launched its strategy in November 2011, with the aim of reinvigorating the housing market. It set out the Government's ideas as to the type and tenure of housing that it wishes to see, with home-ownership the tenure of choice. The strategy made clear that the Government wished to support the continued growth of the private-rented sector, with rented, affordable housing, as a safety net and springboard to other tenures, rather than a long-term solution for households. Key measures cited in the strategy and either introduced before or since are set out below.

Affordable Housing Reform

- **The introduction of Affordable Rent** – this has become the predominant form of affordable housing developed since 2011, whereby Registered Providers (RPs) are encouraged to set rents at up to 80% of market rents on new homes and on a proportion of their re-lets. In areas such as Elmbridge, these rents are significantly higher than social rents and the income used is intended to support new development through additional borrowing whilst compensating for lower capital subsidy from the Homes & Communities Agency.
- **Greater use of fixed-term tenancies** – RPs are being encouraged to use these more for new tenants, so as to make better use of social housing and reduce the use of lifetime tenancies
- **Greater freedom to councils as to who is housed in social housing through their housing registers** (or “waiting lists”)
- **Re-invigorating the Right to Buy** – the Government has increased the discounts that eligible tenants can receive if buying their home. In Elmbridge, the discount increased from £38,000 to £75,000 in 2012.
Homelessness

- Giving councils the power to discharge their duties to homeless families through the offer of a suitable private-sector tenancy – this is known as the Private Rented Sector Offer (PRSO)

Increasing Housing Supply

- The National Planning Policy Framework (NPPF) – adopted in 2012, it replaces much of the pre-existing guidance and is supplemented by National Planning Policy Guidance (NPPG). It contains a presumption in favour of sustainable development. Whilst the NPPF encourages local authorities to meet needs for affordable housing, it is clear that such delivery must not compromise the viability of the delivery of market housing. In addition, various legal and policy changes since have made it clear the provision of affordable housing through the planning system is very much secondary to the delivery of market housing and will make it more difficult to deliver affordable housing in years to come. These changes include:
  a. Following signals from Government and despite the strength of the local market, a growing proportion of private-sector developers are citing financial viability considerations to argue for a reduction or removal of any obligation to provide a contribution towards affordable housing on what are known as “Section 106 sites”.
  b. Changes made to the NPPG in November 2014 which impose a national affordable housing threshold (of 10 homes) will supplant our locally-set threshold (of 1 home) and will reduce the volume of affordable housing contributions the Council will secure (either in financial contributions or on-site) on smaller sites.
  c. Changes at the same time introducing “vacant building credits”, which are likely to mean that affordable housing targets will only apply to any net increase in floorspace on developments, rather than the entire development.
- The New Homes Bonus Scheme - introduced in April 2011 to reward local authorities and communities which oversee increases in housing supply and falls in the number of long-term empty homes.
- The Elphicke-House Report: “From Statutory Provider to Housing Delivery Enabler: Review into the local authority role in housing supply” - this Government-commissioned review was published in January 2015. It concludes that local authorities could play a larger role in supporting the provision of new homes, across all housing tenures, by becoming housing delivery enablers and taking responsibility for making development happen in their area. The Council will consider the report’s findings and the opportunities and implications for Elmbridge in the months ahead.

Housing Conditions, Home Energy Efficiency & Tackling Fuel Poverty

- The Green Deal – this was launched in autumn 2012 with the aim of helping homeowners and tenants to increase the energy efficiency of their homes, cut their energy bills and reduce CO₂ emissions from the nation’s housing stock. It is a “pay as you save” model allowing households to have energy saving measures installed in their property at no up-front cost. It was accompanied by a new obligation on energy companies (the Energy
Company Obligation (ECO)) to help the poorest and most vulnerable households to save energy.

- **Fuel Poverty Targets and National Fuel Poverty Strategy** – the Fuel Poverty (England) Regulations 2014 came into force on 5 December 2014, and create in law a new fuel poverty target of ensuring that as many fuel poor homes as is reasonably practicable achieve a minimum energy efficiency standard of Band C, by 2030. A national fuel poverty strategy was published in March 2015 to help achieve this target, and it includes several interim objectives, namely:
  - as many fuel poor homes in England as is reasonably practicable to Band E by 2020
  - as many fuel poor homes in England as is reasonably practicable to Band D by 2025

The regulations, the strategy and the various milestones are all likely to inform local activity over the coming years.

- **The Home Energy Conservation Act 1995** – the Government has reintroduced the requirement for local authorities to prepare and publish reports every two years setting out their ambitions for overseeing improvements in the energy efficiency of the residential stock within their areas and the progress made in implementing the measures. Over the lifetime of this strategy, Elmbridge BC will be publishing reports in 2015, 2017 and 2019.

- **Improving the least energy efficient homes in the private-rented sector** – the Government is consulting on regulations to achieve this, recognising that nationally this tenure has lagged behind in terms of energy performance.

- **Housing Standards** – the Housing Act 2004 provides the legal framework relating to the standard of housing conditions and the role of the local authorities in intervention and enforcement. The Coalition Government has largely left this framework untouched and has resisted introducing further regulation in this area.

### Reforms to Social Care

- The Care Act 2014 sets out the responsibilities for social services authorities (such as Surrey County Council) to promote the well-being of adults and carers, focussing on the provision of services that help people live as independently as possible for as long as possible whilst helping to reduce or delay the need for care. The guidance recognises the role that housing and related services can play in the preventative agenda and states that the relevant authority may wish to draw on help from the local housing authorities and local housing services.
Welfare Reform

2.2.2 The Government has embarked on fundamental reform to the social security system, aiming for a simpler and fairer benefits system, which makes work pay and is designed to target help to those in genuine need of support, whilst reducing overall expenditure. The Welfare Reform Act 2012 sets out plans to implement Universal Credit but a range of housing-related reforms have been introduced since 2011. These include:

- The introduction of caps on Local Housing Allowance (LHA) rates from April 2011.
- Changes to the setting of the LHA cap (the maximum amount of housing benefit paid to a landlord) so that housing costs are set at the 30th percentile, rather than 50th percentile. This means that the cheapest 30% of rental properties in an area should be available to tenants in receipt of housing benefit.
- The shared room rate was extended from single people aged under 25 to those aged under 35 from January 2012. This means that most single people aged under 35 renting privately and in receipt of housing benefit will only qualify for a payment equal to the costs of a room in a shared house.
- Restrictions on the annual uprating of LHA have been implemented.
- From April 2013, working-age social housing tenants claiming housing benefit and deemed to be living in larger accommodation than required, are facing reductions in their entitlement to housing benefit (with certain exceptions). Households assessed as under-occupying by one bedroom have seen their eligible rent under Housing Benefit reduced by 14%, whilst those under-occupying by two or more bedrooms face a reduction of 25%.
- In 2013, a cap was introduced on the total amount of out-of-work benefits that working-age claimants can receive. The benefit cap for couples (with or without children) and lone parent households is £500 per week and £350 per week for single adults. Until Universal Credit is fully in place, the cap is being administered by local authorities through deductions to housing benefit.

2.3 The local level picture

2.3.1 The Council’s vision for Elmbridge (2013-18) is for it to be:

“A confident and cohesive community with a thriving local economy and cherished environment served by quality public services delivered cost effectively”.

2.3.2 The vision is supported by a number of top priorities reviewed and set annually, following consultation with the local community. The priorities for 2015/16, like the two years before it are:

- A safe, caring and healthy Elmbridge
- A vibrant and thriving Elmbridge
- A unique, green and attractive Elmbridge

2.3.3 Figure 1 shows how this strategy fits with the Council’s vision and policy framework.
2.3.4 The Council adopted a Core Strategy in July 2011, which is the centre-piece of our Local Plan. It includes targets of delivering 3375 additional homes between 2011-26, with at least 1150 of these to be affordable homes.

2.3.5 The Core Strategy was adopted prior to the NPPF. In the light of concerns that our local housing targets (and any policies put in place to deliver them) might not conform with the NPPF, in October 2014, the Council agreed to initiate a review of the evidence base underpinning the housing targets within the Core Strategy. This review will lead to one of two outcomes. Either the Council will be able to confirm that the housing targets set within the Core Strategy remain appropriate or the Council will need to amend its housing targets in light of the most up-to-date evidence, which would require a review of the Core Strategy and potentially, a new Local Plan. The review of the evidence base, along with any changes to the housing target and the Government’s recently announced changes to the affordable housing thresholds, are all likely to necessitate a review of the Council’s planning policies around affordable housing and the targets for delivery.
The Corporate Asset Management Plan 2014-17

2.3.6 This plan aims to optimise the contribution that property makes to the Council’s provision of quality services and to support the Council’s objectives through effective asset management. In recognition of the Council’s commitment to maximising the supply of affordable housing, the Plan states that, unless otherwise agreed, there will be a presumption that any surplus or under-used land and buildings earmarked for disposal and deemed suitable for residential use will be made available, wholly (100%), for affordable housing. The Asset Management Plan has identified a number of other sites which are likely to be declared as surplus over the coming years and which should make a contribution towards affordable housing.


2.3.7 This strategy sets out the financial challenges facing the Council. Looking forward, the Council’s medium-term forecast indicates that the Council will face a deficit of around £4m over a four year horizon, which is likely to result in the organisation undergoing a large degree of change, prompting the Council to continue to explore opportunities of sharing and pooling resources with other organisations.

The Council's Corporate Equality Plan and Objectives 2012 – 2015

2.3.8 The Equality Act 2010 places an equality duty on public-sector bodies such as Elmbridge BC. The duty requires public bodies to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations in our communities. The aforementioned plan set out how the Council will seek to meet its duty and it will be refreshed in the year ahead.

The Council's Housing Allocations Policy

2.3.9 The Council is required to have a housing allocations policy in place that outlines how we prioritise applications for social housing and how we allocate these homes. We have a common policy with Spelthorne Borough Council, A2 Dominion Housing Group and Paragon Community Housing Group and together we operate a choice-based lettings scheme called SEARCH Moves. The partnership amended its allocation policy in July 2014 to better manage their housing registers, the way in which applicants are prioritised for rehousing and the expectations of those seeking social housing.

Tenancy Strategy 2012-15

2.3.10 The Localism Act required local authorities to prepare and publish a Tenancy Strategy, to influence social housing providers in the area as to the type and length of tenancies they grant and the circumstances in which they will grant a further tenancy at the end of any fixed-term. The Council’s strategy stated that:

- Fixed-term tenancies are considered reasonable for most applicants, including families with children
- A minimum tenancy-term of five years (excluding probationary period) is reasonable but granting of fixed-terms longer than 10 years is discouraged
- Fixed-term tenancies for wheelchair accessible properties are supported
• Granting of life-time tenancies to those aged 60+ in retirement schemes are supported
• Housing associations are encouraged to consider granting life-time tenancies where households have long-term, possibly life-long needs for care and support

Private Sector Housing Financial Assistance Policy

2.3.11 This policy was adopted in 2009 and sets out the Council’s approach to providing financial assistance, through grants and loans, to fund adaptations for disabled residents, tackle disrepair and to improve the energy efficiency of the housing stock. The bulk of the Council’s spend in this area funds disabled facilities grants. The intention is to renew this policy, following an updated assessment of the borough’s private housing stock and a re-appraisal of the policy’s objectives.

2.4 Conclusions

2.4.1 This chapter has provided an overview of the policies, strategies, plans and initiatives from the national level downwards which form the background to the development of this strategy. This background changes almost constantly and will continue to do so, so our approach will need to incorporate the flexibility to adjust and respond accordingly.
3 A Profile of Elmbridge and its Housing Market

3.1.1 A detailed evidence base to accompany the strategy titled “Housing in Elmbridge: Facts & Figures 2015” has been prepared and is available on the Council’s website. The following headline information has been taken from the evidence base and helps explain the selection of the priorities and the content of the action plan laid out later in this document.

3.1.2 Population

- Overall the Borough’s residents are healthy and thriving - the 2010 Index of Multiple Deprivation (IMD 2010) records that Elmbridge is the seventh least deprived of the 326 local authorities in England. However pockets of deprivation do exist, mostly notably within parts of Walton North, Walton Ambleside, Molesey South, Esher and Cobham Fairmile, all of which coincide with concentrations of social housing.

- The borough has an ageing population and overall numbers (including household numbers) are continuing to grow - as at mid-2013 the population was 132,179 and is forecasted to grow to 149,000 by 2037. Two-thirds of this growth is attributed to those aged 70 or over, with the size of this cohort predicted to rise from 17,000 in 2012 to 29,000. The 2011 Census recorded 52,922 households in Elmbridge. This is forecasted to rise to 58,000 by 2021.

3.1.3 Housing stock & housing tenure

- There were 56,412 dwellings in the borough in October 2014.

- Elmbridge has a higher proportion of detached homes (34%) and a lower proportion of terraced homes (17%) than the corresponding figures for England (22% and 25%).

- 34% of homes in Elmbridge have four or more bedrooms, compared with 19% nationally.

- The majority of households are owner occupiers. In 2011, 73% of Elmbridge households were owner-occupiers.

- The number of households renting privately in Elmbridge rose by 50% between 2001 and 2011, accounting for 15% of households in the borough by 2011.

- The proportion of households renting social housing in Elmbridge was 10%, just over half the national rate of 17.7%.

3.1.4 The Housing market & affordability

- There is limited scope for new housing development - 58% of the land in Elmbridge is designated as green belt.

- The costs of market housing in Elmbridge remain amongst the highest in England, outside of Central London. The average price of homes sold in
Elmbridge in 2014 was £678,000, a rise of 30% since 2009.

- Average private-sector rents are amongst the highest in the country - in 2013/14 (as collated by the Valuation Office Agency) average private sector rents were £860 pcm for a 1-bedroom home; £1164 for a 2-bed; £1500 for a 3-bed and £3772 for homes with four or more bedrooms.

- Affordability (the cost of housing relative to incomes) is getting worse. In 2013, the ratio of median house prices to median full-time earnings in Elmbridge was 14.3, the highest ratio of all 67 local authorities in the South East.

3.1.5 Fuel poverty & energy use

- Fuel poverty levels in Elmbridge are lower than in England as a whole (7.4% of households compared to 10.4%) but still covers around 3900 households. Rates of fuel poverty are thought to be highest amongst private-sector tenants (at 12%) and lowest amongst owner-occupiers

- As at 2012, Elmbridge residents, have on average, one of the ten largest domestic carbon footprints (2.8 tonnes of CO₂ per head) of the 326 council areas in England.

3.1.6 The supply and demand for affordable housing

- As at March 2014, there were an estimated 4417 low-cost rented general-need homes owned by housing associations in Elmbridge, along with 90 units of supported housing and 1216 rented homes for older people (including those at Whiteley Village).

- There are approximately 430 low-cost home-ownership properties owned or managed by housing associations, meeting the needs of households who wish to own a home of their own but who cannot do so without assistance.

- The number of affordable homes in the borough is less now than in 1981. This is largely as a result of the right to buy sales exceeding the number of additions to the affordable housing stock. 2651 homes were sold between 1980 and 2000 via right to buy and Elmbridge Housing Trust have sold another 204 between 2000 and April 2014 to tenants exercising their "preserved right to buy".

- 467 new affordable homes were developed by housing associations between 2009-14, an average of 93 per year.

- The demand for rented affordable homes continues to exceed supply. At the end of 2014, there were 1207 applications on the Council’s Housing Register, but only 207 applicants took up social housing tenancies through the housing register in 2013/14.

3.1.7 Homelessness

- The number of homeless households occupying temporary accommodation by the local authority has been largely unchanged over the last two years and at the end of 2014 stood at 33. This is lower than the majority of other Surrey local authorities.
• The number of homeless acceptances and households in temporary accommodation hit record lows in 2009/10 and have risen slightly since, but remain significantly lower than the levels recorded ten to fifteen years ago.

• The drops in homelessness are largely as a result of a greater focus on homeless prevention. In 2013/14, the Council reported 276 cases where it or other agencies took action which prevented homelessness.

• Levels of rough sleeping remain low, but it is an issue. The latest estimates suggest that 2 people on a typical night will be sleeping rough in the borough.

3.1.8 Housing benefit take-up and welfare reform

• 5645 households in Elmbridge were claiming housing benefit in August 2014 to help pay or all of part of their rent. Two-thirds of claimants were renting from housing associations and one-third were renting privately. Approximately 29% of housing benefit claimants in Elmbridge are in work (compared to 22% nationally).

• The number of social housing tenants in Elmbridge who have had their housing benefit entitlement reduced due to under-occupation of their home has fallen from 471 in April 2013 to 281 by December 2014.

• As at December 2014, there were 32 families affected by the “benefit cap” in Elmbridge, meaning that their housing benefit entitlement had been reduced.
4 Priority 1: We will work with partners to deliver more affordable housing and make best use of the social housing stock

4.1 Introduction

4.1.1 The costs of buying or renting a home on the market in Elmbridge are amongst the highest in the country - affordability remains a pressing issue. These market conditions have benefitted many home-owners and landlords, who have accrued substantial equity in their homes and in the case of landlords, have benefitted from strong demand from prospective tenants. Conversely, the same conditions present considerable barriers to households on lower or in some cases, middle incomes, to afford suitable accommodation, particularly, would-be first-time buyers. Such a situation can undermine the local economy and the delivery of key services as employers find it difficult to recruit and retain staff due to high housing costs, which can put businesses off from establishing themselves here and / or lead to lengthy commuting from more affordable areas. It also means that many young people who have grown up in the borough cannot afford to remain here when looking for a home of their own.

4.1.2 The demand for affordable housing far exceeds the supply. Increasing the supply of affordable housing therefore is a key priority for the Council, as is making best use of the existing social housing stock,. The Council will continue to enable delivery, through planning policies, the disposal of land for affordable housing and the provision of finance. Delivery of this objective will depend to a large extent on the efforts of Registered Providers and the behaviour of other stakeholders, such as private-developers and landowners.

4.1.3 We will deliver on this priority through the following objectives. These are expanded upon in the action plan in Appendix 1.

- Supporting the delivery of at least 300 affordable homes in Elmbridge between April 2015 and March 2019
- Reviewing and updating the Council’s evidence base and, where necessary, planning policies relating to housing and affordable housing, to meet identified needs
- Delivering on the Council’s commitment towards affordable housing
- Working with partners to make best use of existing stock

4.2 Supporting the delivery of at least 300 affordable homes in Elmbridge between April 2015 and March 2019

4.2.1 The Council is not directly responsible for the development and provision of affordable housing within Elmbridge, but it plays an enabling role, most notably as the local planning authority. This strategy is being written at a time when the local implications of changes to national planning policies are still being worked through. In such circumstances, the approach adopted in this strategy is to continue to work towards achieving the existing affordable housing targets within the Core Strategy for the time being until such time as these targets are superseded. As such, this strategy aims to deliver at least
300 affordable homes in Elmbridge between April 2015 and March 2019, as part of the longer-term target of delivering at least 1150 affordable homes between 2011 and 2026. Delivery will rely in part on the Council making available other resources, notably surplus land or buildings. Overall, the Council is hopeful that a target of delivering at least 300 new affordable homes between 2015-19 is achievable.

4.3 Reviewing and updating the Council’s evidence base and, where necessary, planning policies relating to housing and affordable housing, to meet identified needs

4.3.1 The Council will progress its review of the evidence base underpinning its Core Strategy, which ultimately may lead to a revised target being set for the number of affordable homes to be delivered. This review may lead to a higher target being set and could also lead to changes in the affordable housing sought (in terms of tenure, size, dwelling type etc), but for the time-being, the priorities set down within the Council’s planning policy guidance remain unchanged. Whilst this review may not actually lead to an increase in affordable housing up to 2019, it could re-establish a framework which would facilitate delivery in the years beyond.

4.3.2 The Council’s current stated preferred mix of affordable housing to be developed is based on the 2008 East Surrey Strategic Housing Market Assessment. Local needs may have changed as a result of a number of factors – including welfare reform, the use of fixed-term tenancies, the introduction of affordable rent (with rents at up to 80% of market rents) and local initiatives designed to make best use of family homes. The affordability of shared-ownership and other intermediate tenures is linked to a number of factors, such as open market values and the relationship between local incomes and prices. As such, the Council will want to ensure that the right kind of affordable housing is delivered and that what is provided is affordable to those that need it.

4.4 Delivering on the Council’s commitment towards affordable housing

4.4.1 The Council has already earmarked a number of surplus sites in its ownership for disposal to local housing associations for redevelopment for affordable housing, subject to planning consent. It is expected that at least one further site will be made available for affordable housing over the next four years.

4.4.2 The Council has an Affordable Housing Enabling Fund, the balance of which is currently just under £3.3m, to support the delivery of affordable housing. Whilst alone it cannot deliver significant increases in supply, it can help make a contribution, both in terms of additional supply or making best use of existing stock. It is likely that this budget will be topped up occasionally, through financial contributions towards affordable housing secured on qualifying sites. The Council is likely to look to use this to both fund opportunities brought to it from local housing associations and to commission the same providers to develop bespoke projects which meet specific local needs.

4.4.3 The Council will look to explore the benefits of alternative models of delivery compared to the approaches we currently take (which usually entail either provision of capital grants to housing associations to part-fund development or the sale of sites to the same organisations for the provision of affordable
housing). The recommendations contained within the Elphicke-House Report on the role of local authorities in increasing housing supply may present opportunities that the Council can use to support increases in both affordable and market housing supply.

4.5. Working with partners to make best use of existing stock

4.5.1 In terms of making best use of existing stock, the Perfect Fit scheme has assisted just over 100 social housing tenants who were under-occupying to downsize between April 2012 and December 2014. This has freed much-needed family-sized housing for re-letting. The scheme has helped identify significant unmet need amongst under-occupying tenants and there is potential to do more, making their homes available at a fraction of the cost of new-build. The Council will continue to explore opportunities proposed by housing associations to make better use of their assets, where this could lead to provision of affordable housing that better meets identified needs. The Council will look to continue schemes with a proven track-record, such as Perfect Fit, whilst being open to new ways of working and opportunities.

4.5.2 The shift away from life-time tenancies towards the use of fixed-term tenancies should also help make best use of the existing stock and the Council’s Tenancy Strategy will be reviewed and updated by 2016. This will set out our expectations around the type and length of tenancies that housing associations grant in Elmbridge. In the longer-term this shift should reduce levels of under-occupation and promote the most effective use of the social housing stock.

4.5.3 The Prevention of Social Housing Fraud Act 2013 makes the subletting of a whole social rented dwelling a criminal offence and is intended to ensure that social housing is occupied by those in greatest need. As well as recovering the property concerned, the Act allows for “unlawful profit” to be recovered from those guilt of subletting. Given the pressures on social housing in Elmbridge, the Council is already looking at using these new powers, working with our housing associations, to investigate suspected cases and seek prosecutions, both to recover such properties and to act as a deterrent.

4.5.4 The current SEARCH Moves contract runs to 2016 and decisions will need to be made as to the future of the scheme beyond then. It is proposed that a review of the operation of the Housing Allocations Policy would be undertaken in 2016, to assess how far it is meeting the needs of the different partners and our residents.

4.5.5 In terms of asset management, there remains some scope amongst some Registered Providers to make better use of existing assets especially where these are under-used, not fit for purpose or unlikely to meet with residents’ expectations going forward. It is likely that a number of groups of properties may be identified for redevelopment and / or alternative use over the coming years.
5 Priority 2: We will improve housing conditions in all tenures to ensure a safe, healthy and energy efficient housing stock and explore and develop new models of working to make greater use of the private rented sector to meet local need

5.1 Introduction

5.1.1 Although the Council is no longer a large-scale landlord, it does retain a role in promoting high standards in the condition and management of the housing stock, whilst recognising that responsibility lies first and foremost with property owners. The Council has a range of tools available, from providing information and advice, to providing practical support (for example through financial assistance) and culminating, in limited cases, with enforcement activity to remedy disrepair or other breaches. Essentially, the Council will continue to use the tools at its disposal to ensure that residents live in healthy and safe homes. Our interventions will be targeted at those properties which pose the greatest risk to occupiers and our approach to financial assistance will be underpinned by a starting position that the vast majority of owner-occupiers and landlords should fund repairs and improvements themselves.

5.1.2 The Council’s objectives in relation to this priority are set out below and expanded upon in the action plan.

- Reducing the number of long-term empty homes within Elmbridge
- Refreshing our policies around housing condition, based on an updated evidence base
- Tackling fuel poverty and overseeing improvements in home energy efficiency
- Supporting a healthy and well-managed private-sector
- Exploring opportunities for market-rented housing to meet housing needs

5.2 Reducing the number of long-term empty homes within Elmbridge

5.2.1 The New Homes Bonus Scheme continues to offer financial incentives to bring long-term empty homes back into use. Efforts will continue in this area, to help the Council’s financial position and to make best use of the existing stock.

5.3 Refreshing our policies around housing condition, based on an updated evidence base

5.3.1 The Council’s Private Sector Housing Financial Assistance & Grant Policy dates back to 2009 and was informed by a stock condition survey undertaken in 2008.

5.3.2 The Council plans to update its evidence base and to use the results to update the Council’s policies. The bulk of the Council’s spend in this area is related to the provision of the provision of mandatory disabled facilities grants, with a preference for offering recycleable loans rather than grants to fund other forms of improvement and repair, so as to make best use of the financial resources available. At this stage, significant changes in the
priorities, type and scale of investment are not anticipated, but these issues will be considered as part of the review.

5.4  **Tackling fuel poverty and overseeing improvements in home energy efficiency**

5.4.1 The Council will continue to work with Action Surrey and other agencies to promote the benefits to residents of installing energy saving measures and of changing their behaviour to reduce energy use and bills. The Council does not have the finances to fund a large-scale programme of work, but will work with the likes of Action Surrey, private and social landlords and health and social care agencies to to exploit and promote opportunities. The Government’s new fuel poverty strategy and the new Surrey Sustainable Health Partnership are both likely to influence local activity going forward.

5.5  **Supporting a healthy and well-managed private-sector**

5.5.1 Whilst in the main, the private-rented sector stock in Elmbridge appears to be well managed and maintained, problem cases do emerge from time to time. It is important that responsible landlords are not punished for the actions of a few but that effective intervention is undertaken when necessary. Beyond that, there are benefits for both the Council and the landlords on two-way communication, with an emphasis on the professionalisation of the sector, training opportunities and the Council will take this forward. The Council will review and revise its enforcement policies where standards fall below the legal requirements and intends to explore the feasibility of introducing a voluntary landlord accreditation scheme.

5.6  **Exploring opportunities for market-rented housing to meet housing needs**

5.6.1 Across the country, a number of other local authorities are stepping up their involvement in the development and management of private-rented sector housing, both as means of meeting housing need and to generate alternative sources of income. This is an area where there may be potential for the Council to do more, although there may be trade-offs between meeting social needs (by capping rents to ensure that they are affordable) and maximising returns on investment.
6 Priority 3: We will support older, disabled and vulnerable residents to live safe, healthy and independent lives

6.1 Introduction

6.1.1 Generally, the health of Elmbridge residents is better than the national average. Deprivation is lower than average, and only 0.1% of older people are recorded to be living in poverty, although child poverty rates are significantly higher at 7.6%. Life expectancy for both men and women is higher than the national average, but this masks significant inequalities within Elmbridge. Average life expectancy is 6.1 years lower for men and 3.5 years lower for women in the most deprived areas of Elmbridge compared to the least deprived areas.

6.1.2 Access to appropriate housing and housing-related support can support independence in many ways and can also avoid the need for more costly interventions, such as admission to residential care or hospital. In some cases, the key to living independently lies within the design and layout of a person’s home, but for others it might be the provision of housing-related support alone and/or with housing. Alongside the services themselves, it is important that prospective service users, their families and carers can access information and advice about services.

6.1.3 There are a whole range of people, who can benefit from support to live independently. Whilst the largest group, in numerical terms, comprises older people, there are many others, including, people with learning and physical disabilities, people with mental health problems, ex-offenders and those with substance misuse problems, young people at risk and victims of domestic abuse. In Elmbridge, and across Surrey, as a whole, there is an acknowledged shortage of accommodation and support for a number of these client groups. Over recent years, there has been a good deal of work devoted to housing and support for a number of these client groups, specifically younger people, the single homeless and older people.

6.1.4 Responsibility for the commissioning, funding and delivery of these services is complicated and achieving success relies on joint working across a number of disciplines (such as housing, health and social care) and organisations (both statutory, voluntary and private-sector). This presents challenges, particularly with funding pressures likely to continue, but there are opportunities, if the potential for better integration of services and innovative solutions are exploited. Whilst not having a large-scale role in commissioning or service provision, the Council can seek to influence the decision of commissioners and providers so as to ensure that resources best meet local needs and help deliver improved outcomes for vulnerable people.

6.1.5 The Council’s objectives in relation to this priority are set out below. Resource issues, both in terms of existing “bricks and mortar” and services and future funding pressures are key factors. The detailed actions are laid out in the delivery plan in Appendix 1.

- Reviewing and improving the initial assessment of older and disabled residents with housing needs and the provision of information, advice and
6.2 Reviewing and improving the initial assessment of older and disabled residents with housing needs and the provision of information, advice and support

6.2.1 The Council, through its Home Improvement Agency, Care & Repair Elmbridge, provides a number of services aimed at helping older and disabled people to live independently. These include high-volume, low-cost interventions provided through the Handyperson Service through to low-volume, high-cost initiatives such as the provision of Disabled Facility Grant (DFGs) or Home Trust Loans. These, of course, are in addition to the many services for older people delivered by the Council’s Community Support Services as well as other providers, either in community settings or in people’s homes, which support older and disabled people to live independently.

6.2.2 More recently, the Council has used money provided by Surrey CC’s Personalisation and Prevention Partnership Fund to set up new services for a fixed-term, including the Housing Options for Older People Service (HOOPS) to provide bespoke advice along with better information for older people on their housing. In addition, working with boroughs and districts and service users, the County Council has embarked on a review of the provision of equipment (such as telecare and mobility aids) and adaptations intended to help people live independently in their own homes. The aims of the project include a better customer experience, better access to better advice and information and greater numbers of people helped to live independently, at a lower cost. The results of this review are likely to result in changes to the way that such services are funded and delivered in Elmbridge.

6.3 Meeting the housing needs of older people, both now and in the future

6.3.1 The borough’s population is ageing and the demand for for specialist accommodation, care, support and adaptations to properties will all rise.

6.3.2 Despite this, the Strategic Review of Older People’s Housing in Elmbridge, completed in 2009, essentially recommended that there should be less ordinary, affordable sheltered housing for rent, an increase in retirement housing for sale and more extra-care and assisted living schemes (of different sorts) across all tenures.

6.3.3 This re-shaping is broadly taking place through the combined effect of the separate actions of different housing providers, both in the affordable and private-sectors. Whilst much of the re-shaping of supply will be led by housing providers, there are specific objectives, such as increasing the supply of extra-care housing for rent, where a multi-agency approach is required, given the complexities of funding and service delivery. The Council is willing to work with partners to explore this area further, with a view to supporting an increase in the supply of extra-care housing for rent and to initiate a further strategic review, with the agreement of partners, to check on progress and review the direction of travel.
6.3.4 With changes to the legal and funding landscape and the aspirations to better integrate housing, health and social care, it is important that providers of housing, care and support, commissioners (like Surrey County Council) and enablers (such as Elmbridge Borough Council) work together to review, plan and deliver services that meet current and future needs. In terms of extra-care housing, this could involve new-build or looking at re-modelling existing schemes or services to both provide for the changing needs of residents and/or to meet needs more effectively.

6.4 Better meeting the housing & support needs of vulnerable residents

6.4.1 Leaving aside provision for older people, a review across Surrey in 2010 found that Elmbridge has the biggest gap between the supply and demand for supported accommodation of all eleven districts in the county. This limits the opportunities to provide vulnerable residents with suitable and local housing and support.

6.4.2 The Council is keen to work with supported housing providers to ensure that services are being used well and that residents are helped to move on to more suitable accommodation when they no longer need the level of support offered. This may not necessarily involve the offer of a social housing tenancy, but could comprise access to suitable private-rented housing. Any evaluation and review of the Council's Housing Allocations Policy and the SEARCH Moves choice-based lettings scheme will consider its effectiveness in terms of helping make best use of supported housing and ensuring that vulnerable people are not unfairly treated in terms of access to social housing.

Troubled Families

6.2.1 The Government has widened the eligibility criteria that families need to meet to access Family Support Services, meaning that more families can be helped, whilst also committing to extend the initiative nationally to 2020. There may be scope within Elmbridge to explore how the service can further help prevent homelessness and support such families with the transition to Universal Credit.

Young People

6.2.2 Surrey County Council has made significant progress in recent years in the provision of accommodation and support for young people at risk of homelessness, including 16 and 17 year-olds. Within Elmbridge, the County Council and Walton on Thames Charity, supported by Elmbridge Borough Council commissioned research into the experiences of younger people growing up in Elmbridge, looking specifically at the impact of social exclusion and wider inequalities within the borough and what can be done differently to improve the situation of vulnerable young people. A report, titled “Streets Apart: Growing up on the margins in Elmbridge” was published in 2014 and follow-up work to act on its recommendations is underway. This includes plans to develop a Youth Strategy for Elmbridge, whilst an action plan focussed on housing-related issues of young people aged up to 25 has been drafted by a range of partners and will be formalised, implemented and reviewed.
6.2.3 There is very limited accommodation within Elmbridge specifically for young people and efforts are focussed on increasing supply within the borough as well as helping young people in need to access services in nearby boroughs.

Gypsies & Travellers

6.2.4 The Housing Act 2004 imposed a legal duty on local authorities to carry out a Gypsy & Traveller Accommodation Assessment (GTAA) setting out the current and future need for pitches along with plans as to how any unmet need will be addressed. The most recent GTAA, published in 2013, identified a demand for 24 additional pitches in Elmbridge between 2012-17 and a further 12 between 2018-27. In September 2014, the Government launched a consultation on proposed changes to national planning policy for traveller sites and the introduction of new streamlined planning practice guidance. The Council is awaiting the results of this consultation, in terms of any resultant changes to national policies, before taking forward further significant work in this area, but will keep this issue under review.
7 Priority 4: We will respond and wherever possible prevent homelessness amongst single people and families

7.1 Introduction

7.1.1 A key aim for the Council is to prevent homelessness wherever it can and when this is not possible, to manage homelessness effectively. The Council has responsibilities to provide advice and assistance to all households who are homeless or threatened with homelessness, but duties to arrange accommodation, apply only to those for whom we have certain duties under the homelessness legislation. As well as meeting our legal responsibilities, the management of homelessness, and specifically the volume and type of temporary accommodation used, can generate significant cost pressures on the Council’s budgets. Whilst the Council has the primary responsibility around dealing with homelessness, our ability to prevent and manage it depends very much on the contribution of a whole range of partners.

7.1.2 Nationally, the number of homeless acceptances and households in temporary accommodation, as well as levels of rough sleeping have all increased since 2010, reversing reductions achieved in previous years. Within Elmbridge, both the number of homeless acceptances and numbers in temporary accommodation are higher now than they were in 2010, but numbers are stabilising, and the number of homeless households in temporary accommodation rose from 18 to 44 between March 2010 and March 2013, but has fallen back to 33 as at the end of December 2014.

7.1.3 The investment in and provision of services geared towards preventing homelessness over a number of years, do help explain why both the number of homeless acceptances in Elmbridge and the number of households in temporary accommodation is lower than in many other authorities. Maintaining this position going forward, in the light of continuing pressures on public finances, the cumulative impact of welfare reforms and changes in the local housing market, will pose a challenge, but resources permitting, the Council proposes to continue with investing in services that are effective in preventing homelessness, in order to maintain lower levels of statutory homelessness and to suppress demand for temporary accommodation.

7.1.4 The Council’s objectives in relation to this priority are set out below. The detailed actions are laid out in the delivery plan in Appendix 1.

- Preventing homelessness, through the provision of effective support and advice meeting local needs
- Maximising supply and choice for temporary or longer-term accommodation
- Preventing and responding to single homelessness, including rough sleeping
- Striving to provide a “Gold Standard” service in relation to homelessness
- Tackling homelessness through partnership working

7.2 Preventing homelessness and meeting local needs, through the provision of effective support and advice

7.2.1 The causes of homelessness can be complex and are often a mix of personal circumstances and the impact of wider forces (such as the job and housing
markets). Preventing and responding effectively to homelessness usually involves much more than providing a roof and as such relies on partnership working, both at operational and strategic levels.

7.2.2 The Council will continue to work with in partnership with a range of agencies, at both strategic and operational levels, to focus on homelessness prevention, especially through early intervention and provision of support.

7.3 Maximising supply and choice for temporary or longer-term accommodation

7.3.1 Elmbridge BC will only place homeless households in bed & breakfast as a last resort, as the placement of often vulnerable people out-of-borough, away from support networks and schools etc, is neither good for the household nor for the taxpayer. Given that the Council wants to minimise use of bed & breakfast and keep spending in this area down, the Council is working with Paragon Community Housing Group on proposals to develop six short-stay units as an alternative to bed & breakfast for statutorily homeless households, subject to planning permission.

7.3.2 At this time, the Council expects that the need for temporary accommodation is not likely to diminish over the coming years.

7.3.3 There are approximately 160 private-sector tenancies in Elmbridge in place which were set up with the help of the Council’s Rental Support Scheme (RSS), with around 30 new tenancies being established each year. The RSS is designed to suppress the demand for temporary accommodation by helping households who might otherwise become homeless to access suitable private-rented accommodation. It offers landlords a number of free services (including an introduction to prospective tenants and the undertaking of inventories) along with deposit bonds. The scheme has also begun to offer financial incentives to landlords, recognising the need to alter the “offer” in order to help maintain the supply of tenancies in a changing market. The scheme and its offer will be reviewed on a regular basis going forward.

7.3.4 The new powers given to local authorities to discharge their homelessness duties through a private-rented sector offer represent an opportunity to relieve homelessness and manage demand for temporary accommodation. That said, the local market and the effects of welfare reform provide challenges when trying to secure private rented tenancies for lower-income families. Options to explore could involve the provision of discretionary payments to help top-up shortfalls of rent, because of gaps between market rents and local housing allowance or the establishment of a social lettings agency, in partnership with one or more other local authority.

7.4 Preventing and responding to single homelessness, including rough sleeping

7.4.1 Considerable momentum has been generated around developing support and temporary accommodation for single homeless people. There are plans to increase the supply of accommodation for these groups working with a number of local housing associations, with the intention of ensuring a range of housing accommodation and support and making best use of resources, by encouraging and enabling move-on from higher to lower support as clients’ support needs diminish. Ideally, an expansion in year-round provision and
changes to existing services for this client group would eliminate the need to set up winter shelters from year to year.

7.4.2 Local agencies have a track-record in bidding successfully to Central Government to obtain funding to develop and / or expand new services to tackle homelessness. Elmbridge Rentstart has secured funding from both Crisis and Homeless Link to expand existing services and develop new ones. This has enabled it to help more clients into the private-rented sector and to set up the Rentstart Rescue service to minimise rough sleeping locally. In December 2014, Elmbridge BC secured, on behalf of seven Surrey boroughs, just under £250,000 from Central Government under the Single Homelessness Fund to provide better help for single homeless people with complex needs. Whilst all of these funds are time-limited, they will all make a contribution over some part of the strategy’s life-time and may increase the prospects of securing other funding as and when opportunities arise.

7.5 Striving to provide a “Gold Standard” service in relation to homelessness

7.5.1 The Government has outlined ten steps for local authorities to take, in partnership with others, so as to ensure a comprehensive approach is in place to preventing homelessness. Completing these steps successfully will mean that the local authority meets the “Gold Standard”. This Council aspires to meet the Gold Standard and more details on the steps and timescales are set out in the action plan.

7.6 Tackling homelessness through partnership working

7.6.1 The Elmbridge Homelessness Network brings together a range of front-line agencies with a role in tackling homelessness and helps foster information-sharing and knowledge exchange, whilst helping identify gaps and better ways of working. The Network will have a continuing role in monitoring progress and it provides a platform on which further partnerships can be built.
8 Priority 5: We will prepare for Universal Credit and provide a high-quality benefit service

8.1 Introduction

8.1.1 By the time that this strategy draws to a close in 2019, it is anticipated that the Government will have completed the roll-out of Universal Credit across the country. Universal Credit will replace six income-related benefits and tax credits (including housing benefit) for working-age households with one single payment. Universal Credit will see significant changes to way in which claims are assessed and administered and payments made, with a shift from weekly to monthly payments, a much greater emphasis on claims being made and managed online an assumption that claimants (in most cases) will receive direct payments and take responsibility for managing their money (including passing on the housing-related element of their claim to their landlord).

8.1.2 If Universal Credit is fully implemented, it is expected that local authorities will have little, if any role, in administering help with housing costs for tenants within their localities and their role in dealing with housing benefit claims will have been much reduced, if it exists at all.

8.1.3 That said, as part of the transition from the current to the proposed arrangements, local authorities have a key role in managing the change, supporting residents and helping minimising the potential adverse impacts to claimants, all of whom are of limited means and some of whom are amongst the most vulnerable members of our community. Risks identified include rises in rent arrears and potential homelessness, resulting from claimants not budgeting properly and failing to pass on the housing-element of their Universal Credit to their landlord. Alongside Universal Credit, the ongoing effect of welfare reforms already implemented, along with others which may be introduced, will need to be kept under review.

8.1.4 The Council’s key objectives in relation to this priority are set out below. The key actions in relation to this theme are laid out in the action plan in Appendix 1.

- With partners, to implement Universal Credit and other welfare reforms, whilst minimising the adverse impact on residents
- Successfully transfer the Council’s Housing Benefit fraud prevention service into the Single Fraud Investigation Service (SFIS)
- Delivering the Council’s remaining responsibilities around housing benefit to a high standard

8.2 With partners, to implement Universal Credit and other welfare reforms, whilst minimising the adverse impact on residents

8.2.1 It is estimated that between 6,500 to 8,500 households in Elmbridge will be receiving support through Universal Credit.

8.2.2 Local authorities will play a central role in supporting residents and partners to ensure that local services are in place to meet identified needs, but this relies on partnership with organisations such as the local Jobcentre Plus, Surrey
County Council, social and private landlords and advice and support agencies, like Citizens Advice.

8.2.3 Work is underway to assess the preparedness of Elmbridge residents for the introduction of Universal Credit and their ability, for example, to make and manage their claims on-line. It is already clear that there is a need to raise awareness of the changes amongst those who will be affected. It is important that services and support are not duplicated and there are likely to be opportunities to forge closer links between different services so that residents get the support that they need.

8.2.4 The successful local implementation of Universal Credit will depend on the following:

- **Effective communication** – to raise awareness of the reforms amongst those affected, the likely impacts and sources of support
- **Identifying the support needs of claimants and putting in support for the transition to Universal Credit** – this will involve mapping of existing support and identification of gaps
- **Provision of personal support** – e.g. to manage finances, avoid arrears, make and manage claims on-line and make choices for the future
- **Joint working and sign-posting** – for example, working with Jobcentre Plus and other employment initiatives to support people to prepare for and find work
- **Offering financial assistance** – for example, making use of Discretionary Housing Payments
- **Clarity on the roles and responsibilities of different agencies**
- **Managing the migration of existing claims (both with the Council and the DWP) to Universal Credit**

8.2.5 It is also important that the impact of other welfare reforms is managed alongside Universal Credit. The Local Government Agency has modelled the financial impact of welfare reforms in 2015/16 on Elmbridge residents. It is estimated that the average loss in income in 2015/16 for 8385 households claiming benefits will be £1721 for the year, compared to what benefits they would have received if these reforms had not been introduced. These figures are not cash losses, but give some indication as to the pressures facing lower-income households for one year.

8.2.6 The Council has sought to make most effective use of its Discretionary Housing Payment (DHP) budget to help minimise the impact of housing benefit reforms and to prevent homelessness, whilst supporting tenants either to maintain their tenancies and / or to give them time-limited assistance to allow residents to look to resolve their difficulties – for example, by either increasing their income (through finding work or better-paid work) or moving to more suitable accommodation. The Government’s contribution to the Council’s discretionary housing payment budget for 2015/16 is £137,381, a 50% reduction on the 2014/15 figure. Although this has been offset by an above inflation uplift to Local Housing Allowance rates, this increase is likely to have a significant impact on not only the number of households who can be supported to meet their housing costs through discretionary housing payments, but also the duration and financial value of such support.
8.3 Successfully transfer the Council’s Housing Benefit fraud prevention service into the Single Fraud Investigation Service (SFIS)

8.3.1 The responsibility for investigating Housing Benefit fraud is due to be transferred from the local authority into the Department of Work and Pensions’ (DWP’s) Single Fraud Investigation Service (SFIS) by the end of 2015. SFIS will have responsibility for the investigation of all welfare benefit fraud, but there will be a need for continued joint working around referrals and information-sharing etc. The planning and implementation of this transition will take place over 2015.

8.4 Delivering the Council’s remaining responsibilities around housing benefit to a high standard

8.4.1 The authority is rightly proud of its benefit service and its performance in dealing with claims accurately and quickly and managing the impact of welfare reforms to date has helped maintain landlord confidence and minimised hardship for residents. There are ongoing risks that the combined effects of welfare reform and a booming rental market, that low-income households reliant on help to meet their rent could find it harder to access and sustain tenancies, if landlords withdraw from this segment of the market. It will be important that the Council maintains its performance and that the confidence of landlords is maintained throughout the transition.
9 Monitoring & review of the implementation of the Housing & Homelessness Strategy

9.1 Monitoring

9.1.1 There are a number of mechanisms through which the implementation of elements of the strategy can be managed and monitored. Some are more formal than others, but they include:

- **The Council Plan** – this is the Council’s strategic planning document, which sets out its key priorities and targets for each year, the delivery of which will help achieve the Council's vision. The Plan is monitored on a quarterly basis and each service area (such as Housing Services) will not only have targets within the Council Plan but will also have a more detailed Service Delivery Plan, setting out a more detailed work-plan and targets for each year. These will be the primary means of managing and monitoring the delivery of actions within the Strategy where the Council has assumed lead responsibility.

- **The Authority’s Monitoring Report (AMR)** – this is produced annually by the Council’s Planning Service and reports on delivery against targets within the Council’s Core Strategy (such as housing delivery) and the progress being made in implementing the Council’s Local Development Scheme.

- **The Council’s Affordable Housing Member Panel** – this is a sub-group of the Council’s Overview & Scrutiny Committee and monitors the delivery of affordable housing within Elmbridge, assists in the formulation of policies intended to support the delivery of affordable housing to meet identified need and considers proposals for use of the Council’s Affordable Housing Enabling Fund. The Panel will have a particular role in reviewing progress around affordable housing delivery.

- **The Elmbridge Homeless Network** – this is a multi-agency group, bringing together agencies with an interest in homelessness. The Network helped shape the content of the action plan in Appendix 1 as it relates to homelessness and will have a role in its delivery as well as monitoring and review.

9.1.2 In order to bring this altogether and allow for oversight of delivery of the whole strategy, the Council will publish an annual progress report, no later than 30th June, charting delivery against the action plan. A formal review of the strategy will take place in 2017, at the mid-point of the four-year strategy.
APPENDIX 1 HOUSING & HOMELESSNESS STRATEGY ACTION PLAN

**Priority 1:** We will work with partners to deliver more affordable housing and make best use of social housing stock

<table>
<thead>
<tr>
<th>No.</th>
<th>Action</th>
<th>By when</th>
<th>Resources</th>
<th>Lead agency (&amp; partners)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To deliver the affordable housing development programme</td>
<td>March 2019</td>
<td>HCA &amp; Registered Provider Funding, Developer contributions &amp; EBC Enabling Fund</td>
<td>Registered Providers (private developers &amp; EBC)</td>
</tr>
<tr>
<td>2</td>
<td>Cross-borough Strategic Housing Market Assessment commissioned and completed, including the measurement of objectively assessed housing need</td>
<td>August 2015</td>
<td>Consultant costs &amp; staff time</td>
<td>EBC Planning &amp; partner authorities</td>
</tr>
<tr>
<td>3</td>
<td>Constraints Analysis Assessment undertaken to identify constraints to meet objectively assessed need to determine an objectively assessed housing target</td>
<td>December 2015</td>
<td>Consultant costs &amp; staff time</td>
<td>EBC Planning</td>
</tr>
<tr>
<td>4</td>
<td>Viability Assessment undertaken to support the setting of contributions for affordable housing and other planning obligations, to ensure that development is achievable and proposed allocations are deliverable</td>
<td>February 2016</td>
<td>Consultant costs &amp; staff time</td>
<td>EBC Planning</td>
</tr>
<tr>
<td>5</td>
<td>Adoption of updated Developers Contributions SPD covering affordable housing policies, in light of changes to national policy and review of Local Plan evidence base</td>
<td>To be confirmed</td>
<td></td>
<td>EBC Planning</td>
</tr>
<tr>
<td>6</td>
<td>Updated Traveller Accommodation Assessment completed to identify target-setting for additional pitch requirements</td>
<td>August 2015</td>
<td>Consultant costs &amp; staff time</td>
<td>EBC Planning</td>
</tr>
</tbody>
</table>

**Objective 1:** To support the delivery of at least 300 affordable homes in Elmbridge between April 2015 and March 2019

**Objective 2:** To review and update the Council’s evidence base and, where necessary, planning policies relating to housing and affordable housing, to meet identified constraints

<table>
<thead>
<tr>
<th>No.</th>
<th>Objective 3: To continue to deliver on the Council’s commitment to help meet local housing need through affordable housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Subject to planning consent, to complete the disposal of four surplus</td>
</tr>
<tr>
<td>Objective</td>
<td>Description</td>
</tr>
<tr>
<td>-----------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>To bring forward plans to release at least one other Council-owned site identified as surplus for affordable housing and to have agreed a contract of sale with a chosen provider</td>
</tr>
<tr>
<td>2</td>
<td>To use the Council’s Enabling Fund to both commission schemes to meet locally identified needs and to support opportunities brought forward by Registered Providers, with the aim of supporting at least one initiative per annum.</td>
</tr>
<tr>
<td>3</td>
<td>To explore and bring forward proposals for alternative local investment in affordable housing, in anticipation of reduced developer contributions going forward.</td>
</tr>
<tr>
<td>4</td>
<td>To evaluate Elmbridge Homeownership Assistance Scheme with Catalyst Housing and to agree future targets and funding commitments</td>
</tr>
<tr>
<td>Objective 4</td>
<td>To work with partners to both facilitate the delivery of additional affordable housing and make best use of existing stock</td>
</tr>
<tr>
<td>12</td>
<td>To work with Registered Providers to explore and enable the re-development of their assets in Elmbridge, where there are opportunities to make a better contribution to meeting housing needs</td>
</tr>
<tr>
<td>13</td>
<td>To complete an evaluation of the Perfect Fit scheme and agree, with Paragon, on the future of the scheme from 2016/17, including funding requirements</td>
</tr>
<tr>
<td>14</td>
<td>To work with Registered Providers to encourage best use of their housing stock to relieve overcrowding etc. within the sector – through</td>
</tr>
</tbody>
</table>

Management & Property & Housing Services & Paragon Community Housing Group (PCHG)
<table>
<thead>
<tr>
<th></th>
<th>promotion of mutual exchanges, internal transfers</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>To implement improved monitoring of allocations and lettings of Registered Provider rented stock within Elmbridge and ensure Council's nomination rights are maximised</td>
<td>Quarterly reports from July 2015 onwards</td>
<td>Existing</td>
</tr>
<tr>
<td>16</td>
<td>To review the SEARCH Moves Choice Based Lettings (CBL) partnership and to consider effectiveness of the Common Housing Allocations Policy in meeting local need (and to undertake periodic review of letting arrangements thereafter)</td>
<td>December 2015 &amp; thereafter</td>
<td>Existing</td>
</tr>
<tr>
<td>17</td>
<td>To review and adopt an updated Tenancy Strategy to run from 2016-19</td>
<td>February 2016</td>
<td>Existing</td>
</tr>
<tr>
<td>18</td>
<td>To support increased detection and sanctioning of social housing tenancy fraud, working in partnership with Registered Providers</td>
<td>Ongoing</td>
<td>Existing</td>
</tr>
</tbody>
</table>
**Priority 2:** We will improve housing conditions in all tenures to ensure a safe, healthy and energy efficient housing stock and explore and develop new models of working to make greater use of the private rented sector to meet local need.

<table>
<thead>
<tr>
<th>No.</th>
<th>Action</th>
<th>By when</th>
<th>Resources</th>
<th>Lead agency (&amp; partners)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To undertake a stock modelling exercise to bring knowledge of conditions across the private sector up to date</td>
<td>November 2015</td>
<td>Existing</td>
<td>EBC Housing</td>
</tr>
<tr>
<td>2</td>
<td>To review the Council policy and approach to the regulation and enforcement of housing standards to lead to improvements in housing standards</td>
<td>New policy by March 2016</td>
<td>Existing</td>
<td>EBC Housing</td>
</tr>
<tr>
<td></td>
<td>To update the Council’s Private Sector Housing Financial Assistance &amp; Grants Policy, so as to improve housing conditions and make most effective use of Council’s funding.</td>
<td>March 2016</td>
<td>Existing</td>
<td>EBC Housing</td>
</tr>
</tbody>
</table>

**Objective 1:** To refresh our policies around housing condition, based on an updated evidence base

1. To undertake a stock modelling exercise to bring knowledge of conditions across the private sector up to date
   - **By when:** November 2015
   - **Resources:** Existing
   - **Lead agency (& partners):** EBC Housing

2. To review the Council policy and approach to the regulation and enforcement of housing standards to lead to improvements in housing standards
   - **By when:** New policy by March 2016
   - **Resources:** Existing
   - **Lead agency (& partners):** EBC Housing

3. To update the Council’s Private Sector Housing Financial Assistance & Grants Policy, so as to improve housing conditions and make most effective use of Council’s funding.
   - **By when:** March 2016
   - **Resources:** Existing
   - **Lead agency (& partners):** EBC Housing

**Objective 2:** To reduce the number of long-term empty homes within Elmbridge

3. To work with property-owners bring at least fifty long-term empty homes back into use by March 2016 and to set annual targets for reductions thereafter
   - **By when:** March 2016 & annually thereafter
   - **Resources:** Existing
   - **Lead agency (& partners):** EBC Housing

4. To adopt an Empty Homes Policy Statement and action plan by March 2016
   - **By when:** March 2016
   - **Resources:** Existing
   - **Lead agency (& partners):** EBC Housing

**Objective 3:** To tackle fuel poverty and oversee improvements in home energy efficiency

5. To publish a completed Home Energy Conservation Act (HECA) progress report on 2015-17 performance and setting goals for 2017-19 (and to produce a further report on a biennial basis)
   - **By when:** March 2017 & March 2019
   - **Resources:** Existing
   - **Lead agency (& partners):** EBC Housing

6. To review the Council’s partnership with Action Surrey and agree on arrangements for 2016/17 onwards
   - **By when:** March 2016
   - **Resources:** Existing
   - **Lead agency (& partners):** EBC Housing & Action Surrey

7. To promote campaigns / initiatives aimed at tackling fuel poverty and reducing domestic energy use
   - **By when:** Ongoing
   - **Resources:** Existing
   - **Lead agency (& partners):** EBC Housing

8. To work with partner agencies to lever in external funding (via Green Deal /
   - **By when:** Ongoing
   - **Resources:** Existing
   - **Lead agency (& partners):** EBC Housing,
<table>
<thead>
<tr>
<th>Objective</th>
<th>Action</th>
<th>Timeline</th>
<th>Responsible Bodies</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. ECO) to lead to a more energy efficient housing stock</td>
<td>To run a campaign aimed at private-sector landlords to raise awareness of the new energy efficiency regulations due to be implemented in 2016 and 2018</td>
<td>January 2016 onwards</td>
<td>Action Surrey &amp; Registered Providers</td>
</tr>
<tr>
<td>10. Action Surrey &amp; Registered Providers</td>
<td>Working with residents and partner agencies, to oversee at least 100 homes in 2015/16 having energy efficiency measures installed through the Green Deal and ECO schemes (and to set annual targets thereafter)</td>
<td>March 2016 &amp; thereafter</td>
<td>EBC Housing, Action Surrey, Green Deal providers</td>
</tr>
</tbody>
</table>

**Objective 4: To support a healthy and well-managed private-sector**

<table>
<thead>
<tr>
<th>Objective 4.1</th>
<th>Action</th>
<th>Timeline</th>
<th>Responsible Bodies</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. To refresh our communications and engagement with landlords, investors, agents and tenants so as to support high standards in the management and conditions within the private-rented sector</td>
<td></td>
<td>September 2015 onwards</td>
<td>EBC Housing</td>
</tr>
<tr>
<td>12. To improve the range and quality of information available relating to housing conditions etc. as part of the Council’s re-launched website</td>
<td></td>
<td>March 2016</td>
<td>EBC Housing</td>
</tr>
<tr>
<td>13. To explore the feasibility and cost-effectiveness of adopting a landlord accreditation scheme, and subject to outcomes, adopt a scheme in 2016/17</td>
<td></td>
<td>March 2016</td>
<td>EBC Housing</td>
</tr>
<tr>
<td>14. To set and attain an annual target for the number of substandard homes improved through the intervention of the Council’s Private Sector Housing Team (Target of 100 for 2015/16)</td>
<td></td>
<td>March 2016 &amp; annually thereafter</td>
<td>EBC Housing</td>
</tr>
</tbody>
</table>

**Objective 5: To explore opportunities for market-rented housing to meet housing needs**

<table>
<thead>
<tr>
<th>Objective 5.1</th>
<th>Action</th>
<th>Timeline</th>
<th>Responsible Bodies</th>
</tr>
</thead>
<tbody>
<tr>
<td>15. To carry out an option-appraisal on opportunities to develop a partnership / special purpose vehicle to support the development of additional private-rented housing</td>
<td></td>
<td>March 2016</td>
<td>EBC Housing</td>
</tr>
<tr>
<td>16. Subject to outcome of options-appraisal, to secure formal agreement to proceed with new venture</td>
<td></td>
<td>March 2016</td>
<td>EBC Housing</td>
</tr>
<tr>
<td>17. To work with Registered Providers to explore options around their greater involvement in the market-rented provision within Elmbridge</td>
<td></td>
<td>Ongoing</td>
<td>EBC Housing</td>
</tr>
</tbody>
</table>
**Priority 3: We will support older, disabled and vulnerable residents to live safe, healthy and independent lives**

<table>
<thead>
<tr>
<th>No.</th>
<th>Action</th>
<th>By when</th>
<th>Resources</th>
<th>Lead agency (&amp; partners)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To complete a review of the Council’s Housing Options for Older People’s Service and Housing Occupational Therapist Service and decide on the future of each initiative</td>
<td>December 2015</td>
<td>Currently funded through Surrey CC</td>
<td>EBC Housing &amp; Surrey CC</td>
</tr>
<tr>
<td>2</td>
<td>To implement new ways of delivering aids and adaptations to support independent living within Elmbridge, following a county-wide review of services</td>
<td>December 2015</td>
<td>Existing</td>
<td>EBC, Surrey CC &amp; contractors</td>
</tr>
<tr>
<td>3</td>
<td>To deliver at least 1000 rapid repairs and minor adaptations through the Care &amp; Repair Elmbridge Handyperson Service in 2015/16 and to set and achieve annual targets thereafter</td>
<td>March 2016 &amp; annually thereafter</td>
<td>Existing</td>
<td>EBC Housing</td>
</tr>
<tr>
<td>4</td>
<td>To complete installations of 75 major adaptations to support independent in 2015/16 and to set and achieve annual targets thereafter</td>
<td>March 2016 &amp; annually thereafter</td>
<td>Via Better Care Fund</td>
<td>EBC Housing</td>
</tr>
<tr>
<td>5</td>
<td>To update the Council’s Guide to Housing Options for Older People</td>
<td>September 2015 &amp; annually thereafter</td>
<td>Existing</td>
<td>EBC Housing</td>
</tr>
</tbody>
</table>

**Objective 2: To meet the housing needs of older people, both now and in the future**

<p>| 6   | To support partners to identify and bring forward opportunities to increase the supply of affordable extra-care housing within the borough                                                                                                      | Ongoing                        | Existing                   | EBC Housing, Surrey CC, CCGs &amp; providers          |
| 7   | To work with commissioners and providers of affordable, retirement housing in reviewing models of service delivery and the future of individual schemes to ensure that schemes are viable and meet needs                                                                 | Ongoing                        | Existing                   | EBC Housing, Surrey CC, CCGs &amp; providers          |</p>
<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>Start Date</th>
<th>End Date</th>
<th>Responsible Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Subject to funding and the support of partners, to undertake a strategic review of older people’s housing, to inform future provision of housing and related services for older people</td>
<td>March 2018</td>
<td>To be confirmed</td>
<td>EBC Housing, Surrey CC, CCGs &amp; providers</td>
</tr>
<tr>
<td><strong>Objective 3: To better meet the housing &amp; support needs of vulnerable residents</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>To work with commissioners and providers to compare the profile of existing specialist accommodation and support with identified needs and agree and implement any changes to services that are required</td>
<td>Ongoing</td>
<td>Existing</td>
<td>Surrey CC, providers of housing &amp; support &amp; EBC Housing</td>
</tr>
<tr>
<td>10</td>
<td>To endeavour to increase the supply of pitches for Gypsies &amp; Travellers to help meet needs identified through the 2015 Gypsy &amp; Traveller Accommodation Assessment</td>
<td>From January 2016</td>
<td>To be advised</td>
<td>EBC Housing, AMPS &amp; Planning</td>
</tr>
<tr>
<td>11</td>
<td>To roll-out an expanded Family Support Programme for North Surrey and to monitor its success in helping families at risk of homelessness</td>
<td>From Summer 2015</td>
<td>Existing</td>
<td>North Surrey Family Support Team</td>
</tr>
<tr>
<td>12</td>
<td>To seek agreement on a pre-eviction protocol with Registered Providers relating to households positively engaging with the North Surrey Family Support Team</td>
<td>September 2015</td>
<td>Existing</td>
<td>North Surrey Family Support Team, EBC Housing &amp; partner Registered Providers</td>
</tr>
<tr>
<td>13</td>
<td>To adopt and implement a multi-agency Young People’s Housing Action Plan for Elmbridge, focusing on homeless prevention and the provision of appropriate accommodation, support and advice for 16 to 25 year olds</td>
<td>December 2015</td>
<td>Existing</td>
<td>EBC Housing, Surrey Youth Support Service &amp; provider agencies</td>
</tr>
<tr>
<td>14</td>
<td>To review and update information, advice and guidance on housing and related support available to vulnerable groups within Elmbridge</td>
<td>June 2015 &amp; annually thereafter</td>
<td>Existing</td>
<td>Elmbridge BC &amp; Surrey CC</td>
</tr>
<tr>
<td>15</td>
<td>That reviews of SEARCH Moves and the Council’s Housing Allocations Policy considers their effectiveness in meeting the housing needs of vulnerable residents</td>
<td>December 2015 &amp; thereafter</td>
<td>Existing</td>
<td>EBC Housing</td>
</tr>
</tbody>
</table>
**Priority 4:** We will respond and wherever possible prevent homelessness amongst single people and families

<table>
<thead>
<tr>
<th>No.</th>
<th>Action</th>
<th>By when</th>
<th>Resources</th>
<th>Lead agency (&amp; partners)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To schedule and undertake a rolling review of EBC funded services which prevent homelessness to inform future commissioning</td>
<td>Ongoing</td>
<td>Existing</td>
<td>EBC Housing</td>
</tr>
<tr>
<td>2</td>
<td>To review working arrangements with agencies working with client groups at greater risk of homelessness – e.g. survivors of domestic abuse, people with mental health problems, substance misusers – with a view to preventing homelessness and providing appropriate support and advice</td>
<td>Ongoing</td>
<td>Existing</td>
<td>EBC Housing, SADAS, North Surrey Domestic Abuse Outreach Service, Elmbridge Mental Health Recovery Service etc.</td>
</tr>
<tr>
<td>3</td>
<td>To review multi-agency working around households at risk of eviction or tenancy failure (e.g. pre-eviction protocols, access to support) and put in place new arrangements, if necessary</td>
<td>March 2017</td>
<td>Existing</td>
<td>EBC Housing, Registered Providers &amp; partner agencies</td>
</tr>
<tr>
<td>4</td>
<td>To review multi-agency working around households facing difficulties accessing suitable accommodation &amp; support and put in place new arrangements, if necessary</td>
<td>Ongoing</td>
<td>Existing</td>
<td>EBC Housing, Registered Providers &amp; partner agencies</td>
</tr>
<tr>
<td>5</td>
<td>To work with Surrey County Council and providers of housing-related support within Elmbridge to review contribution of services to meeting housing need and preventing homelessness to inform future delivery of services</td>
<td>Ongoing</td>
<td>Existing</td>
<td>Surrey CC, EBC Housing &amp; service providers</td>
</tr>
<tr>
<td>6</td>
<td>To establish a notification procedure, with clients’ consent, where Housing Options place a household with support needs out of the borough, to inform continuity of support</td>
<td>September 2016</td>
<td>Existing</td>
<td>EBC Housing</td>
</tr>
</tbody>
</table>

**Objective 2:** Maximising supply and choice for temporary or longer-term accommodation

<table>
<thead>
<tr>
<th>No.</th>
<th>Action</th>
<th>By when</th>
<th>Resources</th>
<th>Lead agency (&amp; partners)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Subject to planning permission, to provide six short-stay units for statutorily</td>
<td>To be</td>
<td>To be confirmed</td>
<td>PCHG &amp; EBC</td>
</tr>
<tr>
<td>Objective 3: Preventing and responding to single homelessness, including rough sleeping</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>11.</strong> To increase the supply of accommodation available for single people at risk of homelessness:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Completion of planned move-on accommodation to be provided by Transform Housing at Heathfield Close, Hersham</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Acquisition of at least one property for single homeless people, using Thames Homeless Project legacy funding</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 2017</td>
<td>March 2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transform (&amp; PCHG) &amp; Surrey CC</td>
<td>Walton on Thames Charity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>12.</strong> To review access, support and move-on arrangements at Transform’s hostel, given planned increase in move-on arrangements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>September 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transform Housing &amp; Support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>13.</strong> To review need for securing year round permanent night shelter/ direct access hostel for single homeless people as an Elmbridge facility or in partnership with neighbouring boroughs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If agreed, to determine location, feasibility and referral arrangements thereafter</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>April 2016</td>
<td>April 2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective</td>
<td>Description</td>
<td>Duration</td>
<td>Responsible Body</td>
<td></td>
</tr>
<tr>
<td>-----------</td>
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<td></td>
</tr>
<tr>
<td>14</td>
<td>To seek to increase the supply of / access to private access accommodation for single people at risk of homelessness (including shared housing)</td>
<td>Ongoing to April 2017 or until adequate provision</td>
<td>Elmbridge Rentstart &amp; Elmbridge BC</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>To establish and evaluate the “team around the person” service to single homeless people so as to address holistic needs and reduce levels of repeat homelessness</td>
<td>April 2016</td>
<td>Single Homeless Alliance for West Surrey (SHAWS)</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>To improve the local co-ordination of services for single homeless clients and rough sleepers across Elmbridge and six other boroughs in the West Surrey partnership, via:</td>
<td>April 2016</td>
<td>SHAWS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Working on plans to develop and co-ordinate emergency beds, assessment beds, winter shelter provision and night shelters, with a particular focus on those areas across the seven authorities where there is less provision.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The production and circulation of ‘local directories of services for single homeless people and rough sleepers’</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Exploring the potential to develop a single homeless ‘hub’ within Elmbridge, to provide a drop-in service for single homeless clients, covering housing, employment and health-related services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- To review and, if necessary, support improvements in the gathering and use of data around single homelessness and rough sleeping, to inform commissioning decisions around housing, health and other public services</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Objective 4: To strive to provide a “Gold Standard” service to tackling homelessness**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>Duration</th>
<th>Responsible Body</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>To meet the ten commitments to provide a Gold Standard service to tackling homelessness:</td>
<td>Progress to be reviewed six monthly until all commitments achieved or</td>
<td>Existing EBC Housing (and partners within the Elmbridge Homelessness Network)</td>
</tr>
<tr>
<td></td>
<td>1. To adopt a corporate commitment to prevent homelessness which has buy in across all local authority services</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. To actively work in partnership with voluntary sector and other local</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. To offer a Housing Options prevention service to all clients including written advice

4. To adopt a No Second Night Out model or an effective local alternative

5. To have housing pathways agreed or in development with each key partner and client group that include appropriate accommodation and support

6. To develop a suitable private rented sector offer for all client groups, including advice and support to both client and landlord

7. To actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme

8. To have a homelessness strategy which sets out a proactive approach to preventing homelessness, reviewed annually to be responsive to emerging needs

9. To not place any young person aged 16 or 17 in Bed and Breakfast accommodation

10. To not place any families in Bed and Breakfast accommodation unless in an emergency and for no longer than 6 weeks

<table>
<thead>
<tr>
<th>Objective 5: To tackle homelessness through partnership working</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>To support the continued running of the Elmbridge Homeless Network and its role in sharing best practice, problem-solving, identifying unmet needs and monitoring and reviewing the delivery of this action plan</td>
</tr>
</tbody>
</table>
**Priority 5:** We will prepare for Universal Credit and provide a high-quality benefit service

<table>
<thead>
<tr>
<th>No.</th>
<th>Action</th>
<th>By when</th>
<th>Resources</th>
<th>Lead agency (&amp; partners)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong> With partners, to implement Universal Credit and other welfare reforms, whilst minimising the adverse impact on residents</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>To implement a support services framework to help claimants in Elmbridge manage the transition to Universal Credit (and to review framework thereafter)</td>
<td>September 2015</td>
<td>Existing</td>
<td>Welfare reform partnership group</td>
</tr>
<tr>
<td>2</td>
<td>To prepare, implement and review a communications plan to assist residents’ preparedness for Universal Credit</td>
<td>From June 2015</td>
<td>Existing</td>
<td>Welfare reform partnership group</td>
</tr>
<tr>
<td>3</td>
<td>To enter into a partnership agreement with the Department of Work &amp; Pensions regarding the role of the local authority in relation to the “housing costs” element of Universal Credit</td>
<td>To be confirmed</td>
<td>To be confirmed</td>
<td>Jobcentre Plus &amp; EBC</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> To successfully transfer the Council’s Housing Benefit fraud prevention service into the Single Fraud Investigation Service (SFIS)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>To agree a service-level agreement with the Department of Work &amp; Pensions regarding the operational arrangements for the referral and investigation of housing benefit claims within Elmbridge</td>
<td>September 2015</td>
<td>Existing</td>
<td>DWP &amp; EBC</td>
</tr>
<tr>
<td>5</td>
<td>To transfer lead responsibility for investigating Housing Benefit fraud to SFIS</td>
<td>November 2015</td>
<td>Existing</td>
<td>DWP &amp; EBC</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> To deliver the Council’s remaining responsibilities around housing benefit to a high standard</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>To achieve full spend on the Council’s annual Discretionary Housing Payment allocation</td>
<td>March 2016 &amp; annually thereafter</td>
<td>To be confirmed</td>
<td>EBC Housing</td>
</tr>
<tr>
<td>7</td>
<td>To review the Council’s Discretionary Housing Payment policy and, if necessary, adopt a new policy</td>
<td>July 2016</td>
<td>Existing</td>
<td>EBC Housing</td>
</tr>
<tr>
<td></td>
<td>To regularly review functions, performance and structure of the Council’s Benefit Service in light of planned roll-out of Universal Credit and other welfare reforms</td>
<td>Ongoing</td>
<td>Existing</td>
<td>EBC Housing</td>
</tr>
<tr>
<td>---</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------</td>
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<td>-------------</td>
</tr>
<tr>
<td>9</td>
<td>To deliver any residual Benefit Service in compliance with any statutory regulations and local policies</td>
<td>Ongoing</td>
<td>Existing</td>
<td>EBC Housing</td>
</tr>
</tbody>
</table>
APPENDIX 2 GLOSSARY

Affordability – There is no one agreed definition in place, but generally affordability compares housing costs with household income and / or income left over after housing costs are met.

Affordable Housing – Affordable housing includes social rented and intermediate housing, provided to specified eligible households whose needs are not by the market.

Affordable Rent – Social housing where rent is charged at up to 80% of market rents. The tenancies can either be flexible tenancies or lifetime tenancies.

Choice Based Lettings – A method of allocating properties based on a model of advertising available properties that home-seekers then apply for.

Communities and Local Government (CLG) – The government department responsible for national housing and planning policy.

Disabled Facilities Grant – A means-tested grant to assist with the costs of adapting housing to make it suitable for disabled residents.

DWP – Department of Work and Pensions, the government department leading on welfare reform.

ECO – the Energy Company Obligation (ECO) is aimed at improving the energy efficiency of homes that are most difficult to heat for various reasons and is funded by energy companies. Some of the ECO funding aims to reduce fuel poverty by heating improvements in the homes of low-income households with inefficient and expensive heating systems.

Extra Care Housing - Provides levels of on-site care and support for older people. It is often specially designed self-contained housing and may have a range of communal facilities sometimes available to older people in the wider local community as well.

Fixed Term Tenancy – Applies to tenancies offered for a specific period of time, rather than traditional “lifetime tenancies”.

Flexible Tenancy – a fixed-term tenancy for a minimum of two years, with a built-in review period.

Floating Support – Where support workers can visit homes to provide practical help and support with housing-related issues to help people maintain their accommodation and live as independently as possible.

Fuel Poverty – A household will be defined as fuel poor if its, total income is below the poverty line (taking into account energy costs) and its energy costs are higher than typical.

Green Deal – This is a Government scheme designed to help homeowners and tenants to increase the energy efficiency of their homes. Households can make energy-savings home improvements that may be partly or wholly funded over time through their electricity bills.

Gypsy and Traveller Accommodation Assessment – An assessment of gypsy and traveller accommodation needs that local authorities are required to undertake and which inform the future provision of sites and pitches.

Home Improvement Agencies - Are locally based, not-for-profit organisations. They help older, disabled and vulnerable homeowners or private tenants to repair, improve, or adapt their homes. Their
prime purpose is to help people continue to live in their own homes in comfort, safety, security and independence.

**Housing Association** – A non-profit making organisation that provides affordable housing for those who cannot afford to buy a home.

**Housing Benefit** - A means tested welfare benefit administered by the local authority providing eligible residents assistance in meeting the cost of rent.

**Intermediate Housing** – is housing at prices and rents above those of social rent but below market price or rents and can include shared-ownership and certain other Help to Buy products.

**Local Enterprise Partnerships (LEPs)** – Established by Central Government in 2010, these are sub-regional partnerships of businesses and local government formed to promote economic growth and inform investment in infrastructure, like roads and public transport.

**Local Plan** - Is a folder of local development documents that will outline how planning will be managed in Elmbridge up to 2026

**Local Housing Allowance (LHA)** - Was introduced nationally in April 2008 as a means of calculating Housing Benefit entitlement for private tenants.

**Market Rent** – this refers to rents set by the market, i.e. without any discounts or subsidies.

**National Planning Policy Framework (NPPF)** - A new set of overarching planning policies introduced by the Government in 2012 to replace previous Planning Policy Guidance

**Registered Providers** – A provider of social housing registered with the HCA and subject to regulation by the HCA.

Can include both profit and not-for-profit organisations.

**Right to Buy** - Some local authority and housing association tenants have the legal right to buy their home at a price lower than the full market value, if they have been living there for more than two years.

**Re-let** – When a social housing property becomes vacant and is let again to a new tenant.


**Section 106 Agreement** – A legal agreement made under Section 106 of the Town and Country Planning Act 1990 between a local planning authority and developer or land owner to restrict or regulate the development of land. It may include matters in relation to affordable housing agreed during negotiations.

**Shared Ownership** – A form of low cost home ownership developed to help people who cannot afford to buy a home outright. A household buys a share of the property and pays rent on the share not owned. Households can gradually buy further shares until they own outright.

**Sheltered Housing** - Housing specifically for older and/or disabled people. Includes a block or group of houses with resident or visiting warden, and individual houses, bungalows and flats which, receive support from a mobile warden or pendant (emergency) alarm service.

**Social rented housing** – is rented housing usually owned and managed by local authorities or housing associations and let at rents informed by the Government’s guideline target rents.

**Stock condition survey** – A sample survey to provide information on the
condition of the housing stock of an area that is used to determine what the priorities should be for investment.

**Strategic Housing Market Assessment**
– Considers the operation of local housing markets and the probable level of future housing need and demand. The results inform housing and planning policies.

**Supported housing** - A catch all term that can include specialist accommodation for those with particular needs, e.g. those with mental health problems, those who have other disabilities, those with learning difficulties, women fleeing violence.

**Universal Credit** – a consolidated benefit to replace Jobseekers’ Allowance; Housing Benefit; Working Tax Credit; Child Tax Credit; Employment & Support Allowance and Income Support for working-age households.
EXECUTIVE SUMMARY:

Surrey is one of the more physically active counties in the country, however there are still significant number of Surrey's adults that do not exercise enough to meet national health guidelines. The new Surrey Physical Activity Strategy will pull together, and start to address these key issues and align local strategies to make real progress and create an impetus to make a step change in the numbers of residents being physically active.

RECOMMENDATION: THAT CABINET

(A) CONFIRMS SUPPORT FOR THE SURREY PHYSICAL ACTIVITY STRATEGY; AND

(B) NOTE THE ELMBRIDGE PHYSICAL ACTIVITY STRATEGY WILL BE PRESENTED TO CABINET LATER THIS YEAR IN SUPPORT OF THE SURREY PHYSICAL ACTIVITY STRATEGY.

REPORT:

1. Background

Surrey is consistently in the top 4 counties for physical activity levels which is good news for Surrey. More active people are more productive at work, attain better educationally, and cost the health and social care system less. Sport and leisure in Surrey sustains 13,500 jobs and returns (Gross Value Added) over £450m per annum to the economy.

2. However, there is a direct link between inactivity levels, excess weight, areas of deprivation and health inequalities. Annually, the direct and indirect cost to Surrey's health system from inactivity is £18m and a major study has recently found that inactivity leads to double the number of deaths than obesity does.

3. Around 360,000 of Surrey’s adults do not exercise enough to meet health guidelines (at least 150 mins/week moderate intensity) and nearly one in four adults (around 210,000) are classed as physically inactive (less than 30 mins/week moderate intensity) and therefore in the Chief Medical Officer's high risk health category. Around 55,000 Surrey children are overweight or obese.
5. In addition, residents with limiting disabilities are only half as likely to participate in sport as those without disabilities; physical activity is higher in males than females at all ages; and certain ethnic groups have lower levels of physical activity. Activity levels decrease with age and, with an ageing population, the situation in Surrey will become more challenging over time.

6. Physical activity like cycling, walking, school PE, or community sport is already being promoted by many organisations and through many different strategies and action plans. There is lots of great work happening across the county, usually by people working closely together. However, sometimes this work happens in isolation and so there is a danger that, without an overarching strategy on physical activity, there may be duplication of work, or opportunities to work together and share resources/ideas may be lost. Worse still, areas that need greater support may not receive enough attention, resulting in health or social inequalities.

7. Surrey needs a strategy that pulls together, and starts to address, key issues and makes real progress on them - the new Surrey Physical Activity Strategy is designed to do this. It aims to: make local sense of national policy and research; collate in one place what’s happening across all the different sectors; and then look to fill the gaps as required. It will also highlight good practice so others can improve their delivery and ensure more organisations work together more effectively to make better use of existing resources.

8. Working with the county, borough and district Health and Wellbeing Boards and other key partners across many different sectors, the Active Surrey Board will oversee the Strategy’s implementation and monitoring, reporting progress annually.

9. Being active is a sure and enjoyable way to improve our mental and physical wellbeing – but many of us are not active enough. This Strategy aims to encourage everyone in Surrey to be more active and therefore gain the many benefits that being active can bring, whatever their age or ability.

10. The Surrey Physical Activity Strategy pulls all national and local plans together and will create an impetus to make a step change in the numbers of residents being physically active which will benefit more residents' health and wellbeing. Through delivering the strategy, improvements to facilities, green spaces and activity provision will be better planned and coordinated which will likely result in better outcomes and more choice for residents.

11. **Surrey Physical Activity Strategy key headlines**

12. The Surrey Physical Activity Strategy has been drafted by the Active Surrey Board, part of the County Sports Partnership who work closely with all 11 Districts and Boroughs in the promotion and development of sport. A copy of the strategy has been attached at Appendix ‘A’.

13. The draft Strategy has been produced through consultation with a wide range of stakeholders including officers from Health, Local Authorities and National
14. **THE VISION**

By 2020, to be the most active county in England

15. **KEY PERFORMANCE INDICATORS**

**KPI 1:** By 2020, achieve a 2.5% increase in adults

Baseline: 60.4% [APS 7 (2013)] *being active for 150 mins per week*

Target: 62.9%

**KPI 2:** By 2020, achieve a 2.5% decrease in adults

Baseline: 23.5% [APS 7 (2013)] *not being active for at least 30 mins/week*

Target: 21.0%

**KPI 3:** By 2020, achieve a 2.5% increase in adults

Baseline: 41.1% [APS 8 (2014)] *playing sport once per week*

Target: 43.6%

Other KPIs will be developed as part of our detailed action planning work

16. **PRIORITIES**

- **START MOVING:** Supporting all children and young people to have an active start in life.

- **MOVE EVERY DAY:** Encouraging all adults to build activity into their everyday lives.

- **STAY MOVING:** Supporting older adults to live longer and more active lives.

17. **PRINCIPLES:**

- **ACTIVE TOGETHER:** Working in partnership across all sectors to develop shared priorities and projects and to highlight the importance of, and benefits from, everyone moving more.

- **ACTIVE LONGER:** Working together to make physical activity a priority in health and social care.

- **ACTIVE ENVIRONMENT:** Using and shaping the natural and built environment to encourage residents to move more in their everyday lives (including active travel).
18. **HEADLINE ACTIONS**

**START MOVING**

- Expand the role of children’s centres / early years in developing physical literacy
- Ensure school facilities meet sporting, physical activity and active travel needs
- Raise the standard of PE & school sport in all Surrey schools
- Help the most inactive get moving
- Address drop-off rates in teenage girls
- Provide more opportunities to progress from high quality school sport to excellent community clubs

19. **MOVE EVERY DAY**

- Improve community access to sports facilities
- Better coordinate countywide sport provision for those with disabilities
- Promote the benefits of activity, including active travel, to workplaces (especially sedentary workers)
- Reduce the physical activity gender gap
- Increase access to green spaces, particularly by those with the poorest health (mental & physical)
- Consider physical activity implications when planning projects and housing developments

20. **STAY MOVING**

- Implement a systematic approach to assessment/promotion of physical activity in primary care generally, and specifically within disease management pathways
- Include physical activity training (prevention and treatment) within primary care training activities
- Increase availability of appropriate programmes in various settings

21. **Next steps**

22. Once adopted the Active Surrey Board will have responsibility for the delivery of the new strategy working closely with a wide range of partners including Elmbridge.

23. The Surrey Physical Activity Strategy will be closely linked and supported through the production of the Elmbridge Physical Activity Strategy which has been included as one of the flagships for 2015/16:

**A Safe, Caring and Healthy Elmbridge**
Work with partners to develop a new Physical Activity Strategy by September 2015 that will reduce inactivity by 1% year on year
24. This strategy will be presented to Cabinet for consideration in due course.

**Financial implications:**
None. Existing budgets are in place but greater partnership working and understanding of different organisations/directorates’ agendas, and the work that is being planned, is needed to better join up planning and delivery.

**Environmental/Sustainability Implications:**
None for the purposes of this report

**Legal implications:**
None for the purposes of this report

**Equality Implications:**
None for the purposes of this report

**Risk Implications:**
None for the purposes of this report

**Community Safety Implications:**
None for the purposes of this report

**Principal Consultees:**
Corporate Management Board

**Background papers:**
None

**Enclosures/Appendices:**

**Contact details:**
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Head of Leisure and Cultural Services
01372 474572
iburrows@elmbridge.gov.uk
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Surrey’s Physical Activity Strategy
2015 – 2020

Final draft version (23 Feb 2015)

For consideration by Surrey’s Borough, District and County Councils
Introduction

Being physically active helps us feel good, grow well and achieve at school or work. We can walk, run or ride through Surrey’s superb countryside or save time and money on our commutes. We can experience the joy of winning and losing together with teammates or feel pride in conquering a personal challenge. Sport brings us together as a community and allows us to pass on, or develop new, skills through volunteering. Being active can support us to live independently as long as possible and can reduce social isolation. It improves our physical health and reduces the risk of developing many illnesses. In short, it is a sure and enjoyable way to improve our mental and physical wellbeing.

We are a nation of sport supporters, as evidenced by the millions of spectators lining the Olympic cycling routes through Surrey in 2012. But for many of us, watching is all we do and we are simply not active enough. Almost 40% of Surrey’s adults don’t meet the NHS’s activity guidelines and almost a quarter of adults are completely inactive. This is worrying as scientific evidence is now showing that being physically inactive is as bad for our health as smoking.

In Surrey there are a large number of people who would benefit from being more physically active and there are many opportunities in daily life to be active. Our challenge is to bring the two together by:

- Enabling people to be more active, for example by helping sports clubs become more accessible or better quality, making active travel an easier choice, or by ensuring our natural and built environment supports active choices rather than creating barriers.
- Identifying what is currently happening and spreading this information more widely; and, where provision or promotion of services does not match the needs of specific population groups, take positive action to rectify this where we can.

This strategy aims to encourage everyone in Surrey to be more active and therefore gain the many benefits that being active can bring - whatever our age or ability. We need to spread the message so that, throughout our lives, we can all:

**Start Moving**  **Move Every Day**  **Stay Moving**

This strategy has been developed by Active Surrey, the County’s Sports Partnership, with input from its wide range of partners and stakeholders who will continue to help drive it forward through detailed action plans. The organisations are all keen to play their part but we can make a greater impact across our county by encouraging other organisations to align strategies and plans that impact on physical activity with the priority areas identified in this strategy. By working together more effectively we can use existing resources better, access new ones, and make a real difference to the lives of the population.

This physical activity strategy provides guidance to strategic leads, policymakers, commissioners and providers on the key approaches and priority groups we need to focus on to improve activity levels in Surrey. But everyone has a role to play in increasing levels of physical activity and therefore health and wellbeing – whether in our school, our work, our community or home, as we travel and how we plan and use our built and natural environment. Let’s create a real legacy from London 2012; help us to implement this strategy to make Surrey the most active county in England by 2020.

*The Active Surrey Board, June 2015*
Why are we focusing on physical activity?

It is only in the past 50 years that physical fitness and activity have become non-essential in our daily lives. National statistics show year-on-year declines in walking and cycling rates as car ownership continues to increase, we have less active jobs, more labour saving appliances and more screen based technology for home entertainment. The result is that we walk less, sit down more, and allow gadgets to do the work for us - during this time, physical activity levels have declined by 20% in the UK with projections indicating a further 15% drop by 2030. The physical demands placed on our bodies are so low that we are becoming more overweight, less fit and in many ways less healthy as a nation.

Of the big four causes of preventable ill-health (smoking, poor nutrition, lack of physical activity and alcohol excess), the impact of physical inactivity has not been as high profile. This is worrying as it has now been shown that physical inactivity is as bad for our health as smoking. Yet, relatively low levels of increased activity can make a huge difference. All the evidence suggests small amounts of regular exercise (20 to 30 minutes every day for adults) brings dramatic benefits. The exercise should be moderate – enough to get a person slightly out of breath and/or sweaty, and with an increased heart rate.

Fig 1: Defining Physical Activity

It is important to understand the scope of this strategy and what is meant by physical activity. We will focus on the activity measured by the Active People Survey, a large, annual telephone survey of adults (14+) in England, commissioned by Sport England. The survey measures participation in sport, active recreation and everyday activity, and provides details of how participation varies from place to place and between different groups in the population. The activities are measured in bouts of 10 minutes and include: sport, recreational cycling, recreational walking, walking for active travel purposes, cycling for active travel purposes, dance and gardening/housework. Occupational activity or DIY is not measured and therefore it will not be considered for development as part of this strategy.

According to the Health Survey for England (2008) and analysis of the annual Active People Survey, it is clear that there are significant health inequalities in relation to the prevalence of physical inactivity according to income, gender, age, ethnicity and disability. The extent of people meeting the recommended levels of physical activity decreases with age, with marked step changes down at specific life transitions such as moving schools (in particular primary to secondary), adolescence, leaving school, moving house, having children and retirement.
The greatest drop-off in activity levels is seen in the teenage years, in particular in girls. There is a clear gender gap with females participate in sport 20% less on average than males. People with a disability are half as likely to take part in physical activity and sport and their experiences are less positive than non-disabled peers.

Some of the key findings for Surrey:

- Over 360,000 adults are not active enough to meet Chief Medical Officer (CMO) health guidelines (at least 150 minutes per week at moderate intensity)
- One in four of the adult population (210,000 people) are classed as physically inactive, that is, they fail to achieve 30 minutes of moderate intensity activity per week. They fall into the CMO’s “high risk” category and are at a much greater risk of developing serious chronic diseases
- 55,000 children and young people are overweight or obese (see Appendix 2)
- 56% of Surrey adults want to do more sport

Table 1: Rates of physical activity, sport and active commuting by adults (aged 16+)

<table>
<thead>
<tr>
<th>Area</th>
<th>&lt;30 mins Activity per week</th>
<th>30-149 mins Activity per week</th>
<th>150+ mins Activity per week</th>
<th>1 x 30 mins Sport per week</th>
<th>Commuting on foot</th>
<th>Commuting by cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>England</td>
<td>28.9%</td>
<td>15.5%</td>
<td>55.6%</td>
<td>35.8%</td>
<td>10.7%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Surrey</td>
<td>23.5%</td>
<td>16.1%</td>
<td>60.4%</td>
<td>41.1%</td>
<td>8.6%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Elmbridge</td>
<td>21.9%</td>
<td>17.3%</td>
<td>60.8%</td>
<td>42.2%</td>
<td>6.2%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Epsom and Ewell</td>
<td>20.5%</td>
<td>20.9%</td>
<td>58.6%</td>
<td>39.4%</td>
<td>8.2%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Guildford</td>
<td>21.9%</td>
<td>15.4%</td>
<td>62.7%</td>
<td>41.2%</td>
<td>12.0%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Mole Valley</td>
<td>22.2%</td>
<td>16.4%</td>
<td>61.4%</td>
<td>44.7%</td>
<td>9.7%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Reigate and Banstead</td>
<td>20.0%</td>
<td>13.7%</td>
<td>66.3%</td>
<td>42.7%</td>
<td>9.0%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Runnymede</td>
<td>24.3%</td>
<td>13.5%</td>
<td>62.2%</td>
<td>41.7%</td>
<td>9.9%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Spelthorne</td>
<td>29.2%</td>
<td>12.7%</td>
<td>58.1%</td>
<td>34.4%</td>
<td>6.3%</td>
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<tr>
<td>Surrey Heath</td>
<td>27.9%</td>
<td>15.7%</td>
<td>56.4%</td>
<td>44.6%</td>
<td>7.3%</td>
<td>1.7%</td>
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<tr>
<td>Tandridge</td>
<td>19.8%</td>
<td>21.8%</td>
<td>58.4%</td>
<td>41.8%</td>
<td>7.0%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Waverley</td>
<td>27.2%</td>
<td>16.1%</td>
<td>56.7%</td>
<td>39.2%</td>
<td>9.2%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Woking</td>
<td>25.1%</td>
<td>14.9%</td>
<td>60.0%</td>
<td>39.8%</td>
<td>8.9%</td>
<td>2.7%</td>
</tr>
</tbody>
</table>


The Surrey Joint Strategic Needs Assessment (JSNA) on Physical Activity (2013) gives full details of the state of the county, its needs, the gaps in knowledge (eg children’s activity levels) and recommendations for action.

By working across the life course with targeted support for particular groups, the Surrey Physical Activity Strategy will put many of the JSNA recommendations into action.
A national and local priority

Many national advisory papers, reports and strategies have been published over the last few years which provide detailed background information and evidence and should be read in conjunction with the Surrey Physical Activity Strategy 2015-2020. They all demonstrate that physical activity is firmly in the national spotlight, showing an increasing drive to improve the health of the nation and tackle health inequalities. Recognition of the need to invest in preventative health is growing, focusing on staying healthy and promoting wellbeing.

National context

The Department of Health published Start Active, Stay Active in 2011, aimed at the NHS, local authorities and a range of other organisations that develop services, advocating a partnership approach to increasing physical activity levels across the country. Known as the UK’s Chief Medical Officers’ guidelines (see Appendix 3) the report listed the volume, duration, frequency and type of physical activity required for the UK population to achieve the range of benefits of being active (see Appendix 1).

In January 2012, the Government published the ‘Public Health Outcomes Framework’ which includes two key outcomes in which physical activity can play a role in increasing healthy life expectancy and reducing differences in life expectancy. The Government’s national ambition for physical activity (2012) remains to achieve these two outcomes: to (year on year) reduce the numbers of adults classed as inactive and to increase the numbers meeting the UK’s Chief Medical Officers’ guidelines. The Surrey Physical Activity Strategy supports this ambition.

The same year, the Department for Culture, Media and Sport’s (2012) Creating a sporting habit for life, focused much attention on addressing the drop off rates in sport in teenage years and early adult life. Sport England-funded programmes like Sportivate and Satellite Clubs are currently showing impact in this age group.

The 2012 National Policy Planning Framework sets out principles that local plans should reflect in order to achieve sustainable development (ie, meeting current needs without compromising the ability of future generations to meet theirs). The scope of a local plan is broad but one of the key principles is promoting healthy communities - play, active recreation and sport have an obvious role as well as in enhancing community cohesion / a sense of place.

In 2013 the Government launched an all-party commission on physical activity. The commission took evidence about transport planning and the design of the urban environment as well as sport and health. Its first report (2014) emphasised the need to take action to increase the amount of physical activity taken by children and adults. It includes recommendations for making workplaces more active and reinforces the need to ensure that infrastructure encourages activity, incorporating cycleways, places to walk and access to recreation. It emphasised the need to improve cross-sector working, to design physical activity back into our everyday lives and make physical activity a lifelong habit.

In 2013, UK Active produced a report entitled Turning the Tide on Physical Inactivity recommended a number of ideas including asking local authorities to: prioritise and resource physical inactivity programmes to the same level as other top tier public health risks; partner with all local activity and sports providers to deliver a local ambition of a 1% reduction in inactivity year-on-year for the next five years; and ensure that their green spaces are developed to make them safe, accessible and integrated into their leisure and physical inactivity strategies.
In 2014, UK Active partnered with the Local Government Association, Public Health England and the County Sports Partnership Network to publish Everybody Active Every Day, a framework for national and local action to address the national physical inactivity epidemic. It identified priorities for the next 10 years which included researching gaps, building evidence, and implementing action across settings and life course, and provided a range of national and international best practice on what works to raise physical activity levels. The framework looks for providers and commissioners to:

- change the social ‘norm’ to make physical activity the expectation
- develop expertise and leadership within professionals and volunteers
- create environments to support active lives
- identify and up-scale successful programmes nationwide.

The Sport and Recreation Alliance’s Raising the heartbeat of the nation (2015) is the latest five-step call to action to central and local government, again emphasising the need to make physical activity part of everyone’s lives every day.

The role of the NHS is further defined through the NHS’s Five Year Forward View (2014) which sets out a vision for the future of the NHS to close the widening gaps in the health of the population, quality of care and the funding of services. It covers areas such as disease prevention; new, flexible models of service delivery tailored to local populations and needs; integration between services; and consistent leadership across the health and care system.

The 2015 Academy of Medical Royal Colleges’ report Exercise – the miracle cure and the role of the doctor in promoting it outlines not just ‘why’ doctors in all four nations in the UK must take a leading role in the fight against a sedentary lifestyle, but also sets out in clear and simple terms ‘how’ they should do that.

Locally, Surrey produced a Joint Health and Wellbeing Strategy (2013) with a key vision to “improve the health and wellbeing of Surrey people”. The strategy was drawn up by the Surrey Health and Wellbeing Board which consists of Borough, District and County councillors and staff, GPs and other partners who work together to achieve the shared vision of improving health and wellbeing in Surrey. The public were also widely consulted on the strategy which has the following priorities:

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

Whilst physical activity is specifically mentioned as a key part of developing a preventative approach, it can play an integral role in supporting each of these priorities. Other key local strategies which mention the importance of increasing physical activity include the Surrey Children & Young People’s Strategy 2012-17 and Surrey Cycling Strategy 2014.

In October 2014, 115 people from 70 local organisations took part in a consultation day to consider the landscape, discuss priorities and provide ideas which started the conversation about the scope of the Surrey Physical Activity Strategy 2015-20. Since then Active Surrey has continued these conversations with stakeholders. The vision and headline actions have been drawn from all the guidance and suggestions provided by the national reports and local discussion, with this final draft version prepared for endorsement by statutory partners.
Where do we want to get to? The vision for Surrey in 2020

In Surrey we want to increase the number of people being active at the levels that will promote their health and wellbeing. We want to make physical activity a priority in people’s everyday lives and, by 2020, ensure Surrey is the most active county in England.

We need to take both a universal and a targeted approach. Building activity into everyday life can impact on all of us. But we know that those on a low income, females, those from minority ethnic groups and those with a disability are less active than the general population. Our action plans will take this into account, targeting more effort into reducing these activity and health inequalities thus making Surrey a more prosperous and healthier place to live.

THE VISION

By enabling more residents of all ages to meet the Chief Medical Officers’ physical activity guidelines, our vision is that by 2020, Surrey will be the most active county in England

HEADLINE KEY PERFORMANCE INDICATORS

KPI 1: By 2020, achieve a 2.5% increase in adults* being active for 150 mins per week
Baseline: 60.4% [APS 7 (2013)]
Target: 62.9%

KPI 2: By 2020, achieve a 2.5% decrease in adults* not being active for at least 30 mins/week
Baseline: 23.5% [APS 7 (2013)]
Target: 21.0%

KPI 3: By 2020, achieve a 2.5% increase in adults* playing sport once per week
Baseline: 41.1% [APS 8 (2014)]
Target: 43.6%

A number of other KPIs will be developed as part of our detailed action planning work

PRIORITIES

- **START MOVING**: Supporting all children and young people to have an active start in life.
- **MOVE EVERY DAY**: Encouraging all adults to build activity into their everyday lives.
- **STAY MOVING**: Supporting older adults to live longer and more active lives.

PRINCIPLES:

- **ACTIVE TOGETHER**: Working in partnership across all sectors to develop shared priorities and projects and to highlight the importance of, and benefits from, everyone moving more.
- **ACTIVE LONGER**: Working together to make physical activity a priority in health and social care.
- **ACTIVE ENVIRONMENT**: Using and shaping the natural and built environment to encourage residents to move more in their everyday lives (including active travel).

* Adults are defined as aged 16 or over.
HEADLINE ACTIONS

START MOVING
- Expand the role of children’s centres / early years settings in developing physical literacy
- Ensure educational, community and work facilities meet sporting, physical activity and active travel needs
- Raise the standard of physical education, activity and school sport in all Surrey schools
- Listen to and address the needs of young people to reduce teenage activity drop-off rates
- Provide more opportunities to smoothly transition from sport in schools, colleges and universities to excellent community clubs
- Help the most inactive get moving

MOVE EVERY DAY
- Improve community access to, and quality of, facilities for sport, play and recreation
- Better coordinate and improve countywide sport provision for those with disabilities
- Promote the benefits of activity, including active travel, to workplaces (especially sedentary workers)
- Meet the needs of women and girls to reduce the physical activity gender gap
- Increase access to, and awareness of, green spaces, particularly by those with the poorest health (mental & physical)
- Consider physical activity implications when planning projects and housing developments

STAY MOVING
- Implement a systematic approach to assessment/promotion of physical activity in primary care generally, and specifically within disease management pathways
- Include physical activity training (prevention and treatment) within primary care training activities
- Increase availability, and awareness, of appropriate programmes in various settings

Implementation, monitoring and evaluation

This five year strategy highlights the importance of increasing physical activity levels for the health and wellbeing of the population and identifies the key measures that will be needed within Surrey to achieve increased levels of activity.

Each aim has a high level headline action (shown above). In turn, these actions will have their own project plan created to implement, monitor and evaluate the strategy. Organisations will be encouraged to align strategies and plans that impact on physical activity with the priority areas identified in this strategy.

Whilst all agencies, working in partnership, have a role to play, effective leadership and coordination of effort is needed. Each action plan will have clear lines of accountability overseen by the Active Surrey Board which will work closely with Health and Wellbeing Boards (county and local). An annual progress report on the key actions will be undertaken.
Appendix 1: the health and social benefits of being physically active

Being active is hugely beneficial – not just for our health, it can also improve other aspects of our daily lives:

- It prevents and helps to manage over 20 conditions and diseases including coronary heart disease, type 2 diabetes, stroke, mental health problems, musculoskeletal conditions and some cancers. It can also be part of the treatment for these conditions.

- It has a positive effect on wellbeing, mood, sense of achievement, relaxation and release from daily stress.

- It reduces the risk of depression, dementia and Alzheimer’s.

- It improves the health of those with a physical or mental disability.

- In childhood it aids healthy growth and development, maintenance of energy balance, mental wellbeing and social interaction. In adolescence, activities that stress the bone are important for bone health and reduce the risk of osteoporosis.

- Sport can improve educational attainment, teach important life skills, divert young people from crime and foster social inclusion.

- Active children are less likely to smoke, or to use alcohol/get drunk or take illegal drugs.

- Increasing physical activity levels has been shown to reduce the risk of premature death by 20 – 30%.

- Being active can help older people to maintain independence and promotes happiness and mental health and wellbeing.

- Active travel such as walking and cycling can reduce congestion and improve productivity in the workplace.

- Active outdoor recreation can help protect our local green spaces as more people use and enjoy them.

- It reduces the strain on NHS budgets: inactivity costs Surrey £13 million a year through disease treatment, sickness absence and premature death. When compared to those who are active, an inactive person, on average, spends 38% more days in hospital and visits their GP6% more often.

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7. Physical Activity Task Force (2002); Let’s Make Scotland More Active – A Strategy for Physical Activity.
Appendix 2: Reception and Year 6 obesity levels for Surrey local authorities 2013-14

Surrey County: Local Authorities
Receptions: % Obese, 2013/14

- 8
- 7
- 6
- 6
- 5

Surrey County: Local Authorities
Year 6: % Obese, 2013/14

- 18
- 15
- 13
- 12
- 11
- 9
Appendix 3: Chief Medical Officer (CMO) Guidelines 2011

In July 2011, The Chief Medical Officers (CMOs) of England, Scotland, Wales and Northern Ireland published new guidelines for physical activity. The report emphasised the importance of physical activity for people of all ages and also highlights the risks of sedentary behaviour. The recommendations for different age groups are as follows:

EARLY YEARS (under 5s)
Physical development involves providing opportunities for babies and young children to be active and interactive and to improve their skills of coordination, control, manipulation and movement. Children should be supported in developing an understanding of the importance of physical activity.
1. Physical activity should be encouraged from birth, particularly through floor-based play and water-based activities in safe environments.
2. Children of pre-school age who are capable of walking unaided should be physically active daily for at least 180 minutes (3 hours), spread throughout the day.
3. All under 5s should minimise the amount of time spent being sedentary (being restrained or sitting) for extended periods (except time spent sleeping).

CHILDREN AND YOUNG PEOPLE (5–18 years)
1. All children and young people should engage in moderate to vigorous intensity physical activity for at least 60 minutes and up to several hours every day.
2. Vigorous intensity activities, including those that strengthen muscle and bone, should be incorporated at least three days a week.
3. All children and young people should minimise the amount of time spent being sedentary (sitting) for extended periods.

ADULTS (19–64 years)
1. Adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.
2. Alternatively, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or a combination of moderate and vigorous intensity activity.
3. Adults should also undertake physical activity to improve muscle strength on at least two days a week.
4. All adults should minimise the amount of time spent being sedentary (sitting) for extended periods.

OLDER ADULTS (65+ years)
1. Older adults who participate in any amount of physical activity gain some health benefits, including maintenance of good physical and cognitive function. Some physical activity is better than none, and more physical activity provides greater health benefits.
2. Older adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.
3. For those who are already regularly active at moderate intensity, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or a combination of moderate and vigorous activity.
4. Older adults should also undertake physical activity to improve muscle strength on at least two days a week.
5. Older adults at risk of falls should incorporate physical activity to improve balance and co-ordination on at least two days a week.
6. All older adults should minimise the amount of time spent being sedentary (sitting) for extended periods.
Produced by Active Surrey (February 2015) in conjunction with the following partners/stakeholders:

EXECUTIVE SUMMARY:

In June 2014 the Council submitted the Development Management Plan for Examination in Public. The public hearing took place on 27 and 28 August 2014 after which the Inspector identified that whilst the majority of the plan could be considered to be sound some modifications would be required prior to adoption for it to be considered to be wholly sound. These modifications were consulted on for six weeks between October and December 2014. Following this consultation the Inspector’s report was received on 19 February 2015. In his report the Inspector outlines two minor amendments to the suggested modifications to improve clarity and that subject to these the Development Management Plan can be considered sound and be adopted by the Council. This report recommends that the Cabinet recommend to full Council that the Development Management Plan be adopted.

RECOMMENDATION: THAT

(A) CABINET NOTE THE CONTENT OF THE INSPECTOR’S REPORT ATTACHED AS APPENDIX A, THE RECOMMENDATIONS OF WHICH ARE BINDING ON THE COUNCIL;

(B) CABINET RECOMMENDS TO COUNCIL THAT THE ELMBRIDGE DEVELOPMENT MANAGEMENT PLAN ATTACHED AS APPENDIX B BE ADOPTED WITH ALL POLICIES FORMING PART OF THE LOCAL PLAN AS FROM 14 APRIL 2015; AND

(C) CABINET NOTE THAT THE REMAINING SAVED POLICES IN THE REPLACEMENT BOROUGH LOCAL PLAN 2000 (RBLP) WILL ALL BE REPLACED BY THE DEVELOPMENT MANAGEMENT PLAN AND THE RBLP WILL NO LONGER FORM PART OF THE BOROUGH’S LOCAL PLAN.

REPORT:

Background

1. In June 2014 the Council submitted its Development Management Plan to the Secretary of State for Examination in Public (EIP). This is a statutory requirement prior to the adoption of any development plan in order to test whether or not it can be considered sound. To be considered sound it must pass a number of tests as set out in the National Planning Policy Framework (NPPF) which are:
- **Positively prepared** – the plan should be prepared based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development;
- **Justified** – the plan should be the most appropriate strategy, when considered against the reasonable alternatives, based on proportionate evidence;
- **Effective** – the plan should be deliverable over its period and based on effective joint working on cross-boundary strategic priorities; and
- **Consistent with national policy** – the plan should enable the delivery of sustainable development in accordance with the policies in the Framework.

2 As part of the process of examining a plan any interested party can make representations on the soundness of the policies in the Plan. On submitting the Plan to the Secretary of State for examination all the representations made are sent alongside the Plan and the evidence base supporting that plan. All those parties making representations are also given the opportunity to put forward their concerns at a public hearing. At this hearing the approved inspector considers all representations, as well as asking their own questions of the Council in order to judge whether or not the Plan is sound, and, if there are elements where they consider the plan to be unsound, whether the Plan can be made sound through modification.

**Main modifications**

3 As part of the examination the Inspector suggested some modifications would be required to ensure the Plan’s soundness. The changes suggested were principally to ensure conformity with the NPPF and to improve the clarity of policies, their supporting statements and the monitoring of the Plan. From the 22 policies set out in the DMP only 7 of these policies require modification in order to make them sound. As such the Plan remains very similar to the one submitted.

4 The proposed modifications were agreed for consultation at the ICMDM on 22 October and subject to a six week consultation which began on the 27 October 2014. This ended on the 8 December 2014 with representations being made by nine separate stakeholders. Four of these were from planning agents/developers, three were from statutory organisations and two were from local residents. Following consideration of these representations the inspector has suggested minor changes to MM8 and MM9 in order to clarify aspects of Policy DM17 and its supporting explanatory paragraphs. The changes are as follows:

**MM8A**
- to introduce an explicit reference to the Framework in part (a) of Policy DM17;
- to simplify and clarify the reference to dispersal of development throughout the site in part (c);
to remove the potential conflict with paragraphs 89 and 90 of the Framework implied in the first sentence of paragraph 2.86, regarding openness and purposes of the Green Belt, which is not specifically referred to in the context of buildings for agriculture and forestry, extension or alteration or replacement of a building or limited infilling in villages;
• to include a reference to both parts (b) and (c) of the policy at the start of paragraph 2.76;
• to show the remaining text of paragraph 2.77, to clarify that it is not deleted and to set the new text in context.

The Inspector considers that the proposed changes do not significantly alter the content of the Main Mods as published for consultation or undermine the participatory processes and sustainability appraisal. Consequently, there is no need to reopen the hearings or carry out any further sustainability appraisal. Full details of the proposed main modifications are set out in the inspectors report in Appendix A of this document.

Alongside these changes minor amendments have also been made to improve clarity and rectify typographical and grammatical errors. These minor amendments are attached at Appendix C.

The adoption and implementation of the Development Management Plan

The Development Management Plan submitted for examination last year has been amended to take account of the recommendations by the Inspector. This has been set out in Appendix B. Following adoption by the Council on 13 April 2015 the Development Management Plan will become part of the Local Plan and be used on all decisions made following that date, including appeals. In anticipation of adoption officer reports and statements are already referencing the adoption of the Development Management Plan. In particular statements being sent to PINs in relation to appeals that will be considered after adoption will reference the appropriate policies in the Development Management Plan.

Following adoption, regulatory requirements will be complied with including the publication of an adoption statement explaining where documents have been made available for inspection and the 6 week time limit within which a High Court challenge can be made. Once adopted the remaining saved policies in the Replacement Elmbridge Borough Local Plan 2000 (REBLP) will no longer form part of the Local Plan. A schedule detailing which policies in the DMP supersede those from the REBLP are set out in Appendix 4.

Financial implications:
There are no financial implications arising from the adoption of the Development Management Plan

Environmental/Sustainability Implications:
As part of the preparation and examination of the Development Management Plan a full sustainability appraisal was undertaken. The DMP was considered to to provide
an appropriate balance between the economic, social and environmental issues that form part of the sustainability appraisal

**Legal implications:**
The legal requirements relating to the preparation and examination of development plans have been considered by the inspector to be complied with. Further legal compliances relating to the adoption of the plan will be implemented following adoption.

**Equality Implications:**
An Equalities Impact Assessment of the DMP was undertaken and informed part of the evidence base supporting the Plan at examination.

**Risk Implications:**
An independent Planning Inspector has considered all evidence, legal and procedural requirements relating to the production of the Development Management Plan and has found it sound. However, legislation allows for a challenge to the High Court on the grounds that (a) the document is not within the appropriate power, or (b) a procedural requirement has not been complied with. It is not considered that a legal challenge is likely but it should be acknowledged that there is scope for aggrieved parties to do so.

**Community Safety Implications:**
Community Safety was a key consideration and is specifically referenced in policy DM2: Design and Amenity

**Principal Consultees:**

**Background papers:**
None

**Enclosures/Appendices:**
Appendix A: Inspector’s Report
Appendix B: Development Management Plan
Appendix C: Minor Amendments

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Report to Elmbridge Borough Council

by Nicholas Taylor BA (Hons) MRTPI
an Inspector appointed by the Secretary of State for Communities and Local Government

Date: 19th February 2015

PLANNING AND COMPULSORY PURCHASE ACT 2004 (AS AMENDED)
SECTION 20

REPORT ON THE EXAMINATION INTO THE
ELMBRIDGE LOCAL PLAN: DEVELOPMENT MANAGEMENT PLAN

Document submitted for examination on 2 June 2014
Examination hearings held on 27 and 28 August 2014

File Ref: PINS/K3605/429/5
Abbreviations Used in this Report

AA  Appropriate Assessment
AMR  Authority’s Monitoring Report
CLG  Department for Communities and Local Government
CS  Core Strategy
ELP  Elmbridge Local Plan
EqIA  Equalities Impact Assessment
Framework  National Planning Policy Framework
LDS  Local Development Scheme
LP  Local Plan
MM  Main Modification
OAN  Objectively assessed need
PPG  Planning Practice Guidance
SA  Sustainability Appraisal
SCI  Statement of Community Involvement
SCS  Sustainable Community Strategy
SFRA  Strategic Flood Risk Assessment
SHMA  Strategic Housing Market Assessment
SIDPs  Settlement Investment and Development Plans
SPD  Supplementary Planning Document
SUDS  Sustainable Urban Drainage Schemes
Non-Technical Summary

This report concludes that the Elmbridge Local Plan: Development Management Plan provides an appropriate basis for the planning of the Borough, providing a number of modifications are made to the plan. Elmbridge Borough Council has specifically requested me to recommend any modifications necessary to enable the plan to be adopted. All of the modifications were proposed by the Council but where necessary I have amended detailed wording after considering the representations from other parties on these issues.

The Main Modifications can be summarised as follows:

- Clarification of the relationship between Policy DM10 and the Government’s proposed ‘nationally described housing space standard’;
- Changes to Policy DM12 to achieve consistency with the National Planning Policy Framework (the Framework) and legislation regarding built heritage;
- Changes to various policies, regarding new and existing buildings and other forms of development in the Green Belt, to achieve clarity and consistency both internally and with the Framework;
- Clarification regarding ‘areas of on-street parking stress’;
- Various changes to a number of policies and explanatory paragraphs to achieve clarity and consistency with the Framework; and
- Amendments to the plan’s provisions for monitoring, including the introduction of a new appendix containing additional, more focused indicators.
Introduction

1. This report contains my assessment of the Elmbridge Local Plan: Development Management Plan (DMP) in terms of Section 20(5) of the Planning & Compulsory Purchase Act 2004 (as amended). It considers first whether the Plan’s preparation has complied with the duty to co-operate, in recognition that there is no scope to remedy any failure in this regard. It then considers whether the Plan is sound and whether it is compliant with the legal requirements. The Framework (paragraph 182) makes clear that to be sound, a Local Plan (LP) should be positively prepared; justified; effective and consistent with national policy.

2. The starting point for the examination is the assumption that the local authority has submitted what it considers to be a sound plan. The basis for my examination is the submitted draft plan (June 2014), which is the same as the document published for consultation in February 2014.

3. My report deals with the Main Modifications that are needed to make the Plan sound and legally compliant and they are identified in bold in the report (MM). In accordance with section 20(7C) of the 2004 Act the Council requested that I should make any modifications needed to rectify matters that make the plan unsound/not legally compliant and thus incapable of being adopted. These Main Modifications are set out in the Appendix. It should be noted that the Council has proposed and may make additional modifications to improve clarity but these are not referred to in my report as they do not concern the soundness of the plan.

4. The Main Modifications that are necessary for soundness all relate to matters that were discussed at the Examination hearings. Following these discussions, the Council prepared a schedule of proposed Main Modifications and carried out sustainability appraisal. This schedule has been subject to public consultation for six weeks. I have taken account of the consultation responses in coming to my conclusions in this report and in this light I have made some amendments to the detailed wording of the Main Modifications. None of these amendments significantly alters the content of the modifications as published for consultation or undermines the participatory processes and sustainability appraisal that has been undertaken. Where necessary I have highlighted these amendments in the report.

Assessment of Duty to Co-operate

5. Section s20(5)(c) of the 2004 Act requires that I consider whether the Council complied with any duty imposed on them by section 33A of the 2004 Act in relation to the Plan’s preparation.

6. The duty relates to strategic matters involving sustainable development or use of land with significant impact across administrative boundaries and/or involving a county matter in two-tier areas. The Council’s statements on the duty demonstrate significant constructive, active and on-going engagement on

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1 MD/EBC/004, MD/EBC/008 and OED/EBC/013
strategic matters with Surrey County Council, neighbouring local authorities in Surrey and Greater London and other relevant bodies, none of which have raised concerns about the matter. Additional information\(^2\) from the Council confirms that a proportionate approach, given the DMP’s content, has been taken with regard to three specific issues: flood risk, water supply and school provision, which are particularly relevant to the DMP. Therefore, I am satisfied that the duty has been complied with.

Assessment of Soundness

Preamble

7. *Planning Practice Guidance* (PPG) was introduced by the Government on 6 March 2014, replacing previous national planning guidance. This was before the submission of the DMP for examination but after the publication of the *Proposed Submission Development Management Plan* and part way through the period of Regulation 19\(^3\) consultation on it. I am satisfied that there has been adequate opportunity for the Council and interested parties to take account of PPG.

8. In September 2014, the Government published a *Housing Standards Review: Technical Consultation* which proposes, among other things, to introduce national space standards for residential accommodation. A statement of policy is currently awaited, subject to Parliamentary approval of amendments to the Building Act 1984 and the Planning and Energy Act 2008. A new ‘nationally described space standard’ will be published, alongside amendments to the Building Regulations and associated Approved Documents, and will come into effect 6 months later, in the autumn of 2015. My report takes account of the government’s intentions and timetable.

Main Issues

9. Taking account of all the representations, written evidence and the discussions that took place at the examination hearings I have identified five main issues upon which the soundness of the plan depends.

**Issue 1 – Whether the overall approach to sustainable development, including flood risk, natural resources, access and parking is sound (Policies DM1, DM2, DM7, DM13 and DM21)?**

10. Policy DM1 sets out the DMP’s overarching approach in terms of a presumption in favour of sustainable development, including working proactively with applicants. In doing so, it is positively prepared, consistent with the Framework, particularly paragraph 14, and closely follows a model policy which has been used in other development plans. A detailed diagram at the beginning of the DMP clearly explains the relationship between the DMP, the adopted *Elmbridge Core Strategy* (CS) and the forthcoming *Settlement Investment and Development Plans* (SIDPs) which, together, will comprise the *Elmbridge Local Plan* (ELP). The diagram also identifies various existing and

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\(^2\) HD/EBC/002b

\(^3\) The Town and Country Planning (Local Planning)(England) Regulations 2012
proposed *Supplementary Planning Documents* (SPDs), other guidance and supporting documents. All in all, the policy is sound and sets the appropriate tone for the remaining policies.

11. Flood risk is a significant issue within Elmbridge. The Borough borders on a considerable length of the River Thames and the Rivers Wey, Mole and Rythe flow through it. Extensive areas of the Borough are identified in the SFRA, and on the proposals Map, as being at risk of flooding. The DMP does not contain a single, detailed policy on flood risk, although several policies impinge on it. The Council proposes to rely primarily on CS Policy CS26, which sets out fairly detailed criteria, referring to the *Strategic Flood Risk Assessment* (SFRA), national guidance and other local guidance, and to prepare a *Flood Risk SPD*.

12. I acknowledge the concern which flood risk generates among riverside communities and understand their desire for very clear, detailed and strict guidelines for development. However, some of the expressed concerns specifically relating to the DMP are more to do with implementation of existing policies than deficiencies in available detailed policy and guidance. The ELP is intended to be read across its component parts. Policy CS26, the Framework and PPG (which has superseded national policy referred to in the CS) provide, between them, sufficient coverage at national and development plan level. It is acceptable to provide more detailed local guidance in the SFRA, publication of the updated version of which is imminent, and in the proposed *Flood Risk SPD*, which, according to the current *Local Development Scheme 2014-2017*, is due to be published in draft in early 2016 but which the Council says it may bring forward. It would be impractical, and not necessarily appropriate, to attempt to include such detail in the DMP. The Environment Agency has endorsed the Council’s approach as has Surrey CC, which is the lead local flood authority and is responsible for approving sustainable urban drainage schemes (SUDS). Under the circumstances, therefore, the absence of a specific, detailed policy on flood risk does not render the DMP unsound.

13. Policy DM2 is intended to provide a Borough-wide perspective on a number of aspects of design and amenity. As submitted, part (c) is unclear as to which aspects of sustainable design and construction, including energy and water consumption, it covers. It also implies that the wide-ranging sustainable design and construction guidance in Chapter 5 of the *Design and Character SPD* is to be translated into a “requirement” of all new development. These shortcomings are addressed in MM2. In addition, MM3 adds a reference in paragraph 2.8 to development adjoining the Green Belt, replacing an erroneous reference in policy DM17.

14. Policy DM7 addresses access and parking, with considerable detail relating to the *Elmbridge Parking Standards* and the *Surrey County Council Vehicular and Cycling Guidance* helpfully included within an appendix to the DMP. Overall, subject to the exception referred to below, the policy (including Appendix) is consistent with the Framework, locally distinctive and sound in its approach, including the application of both maximum and minimum standards in certain circumstances and in reference to electric vehicle charging points. MM18 and MM19 are, however, necessary in order to provide, within paragraph 2.25 and Appendix 1 respectively, appropriate clarity together with flexibility in the approach to defining “areas of on-street parking stress”.
Issue 2 – Whether the approach to housing development is sound (Policy DM10)?

Housing need and supply

15. Paragraph 47 of the Framework aims to significantly boost the supply of housing and requires local authorities to use their evidence base to ensure that their LPs meet the full, objectively assessed needs (OAN) for housing within their housing market area, as far as is consistent with the policies in the Framework.

16. In Elmbridge, the CS includes strategic policies for housing and it is intended that the forthcoming SIDPs will allocate individual sites. The Council’s approach to preparation of a portfolio of development plan documents is consistent with relevant legislation and Regulations and national policy and guidance. Thus the role of the DMP is limited to setting out, primarily in Policy DM10, policy regarding specific aspects of housing development.

17. Representors have questioned whether the level of housing provision set out in the CS, which was adopted in 2011, still represents the Borough’s OAN, taking account of recent household projections and other factors. Moreover, it is argued that the current level of supply falls short of five years, as required by the Framework, and that, rather than progress the DMP and the SIDPs, attention and resources should be focused on a fundamental review of the East Surrey Strategic Housing Market Assessment (SHMA) and the CS.

18. The DMP is not concerned with setting the overall level of housing development, which is the role of the CS, or with allocating sites, which will be identified through the SIDPs. Consequently, in order to assess the soundness of the DMP, it is not necessary to address in detail the question of whether the Borough’s current OAN has been correctly calculated. The question of whether, at the present time, the Council can demonstrate a five year supply of deliverable housing sites is also irrelevant to the soundness of the DMP. The Framework, at paragraphs 14 and 49, addresses situations in which such a supply cannot be demonstrated.

19. Any change to the proposed housing target would need to be brought forward through a fundamental review of the ELP. The Council has recently decided to suspend preparation of the SIDPs and to review the evidence base supporting the housing targets set within the CS. At the time of writing, the review has not been completed and the Council has not determined whether it will continue with preparation of the SIDPs or commence an entirely new ELP. However, on this matter, there is no strong evidence to indicate that delaying adoption of the DMP would assist the supply of housing in sustainable locations or that Policy DM10, subject to the amendments set out below, would be an impediment to it.
Policy DM10

20. Policy DM10 broadly seeks to ensure the efficient use of land and the optimum mix of housing, consistent with local design, character and other considerations, in accordance with CS and Framework objectives. Part (a) strikes a reasonable balance between influencing the type and mix of housing on larger sites, whilst providing flexibility and not impeding viability, particularly on smaller sites of less than 0.3 hectares. Part (d) sets out appropriate criteria for the development of garden land.

21. Part (c) concerns living standards for residents of new housing or conversions of larger units. It sets out minimum internal space standards which are similar to those in force in the London Plan and to standards put forward for consultation by the Government.

22. The Inspector examining the Wokingham LP considered that, in principle, there is nothing to suggest that a policy requirement for minimum internal space standards is unsound and, given a number of factors, I see no reason to disagree in the case of the DMP. The first is that the Framework requires planning authorities to always seek to secure high quality design and a good standard of amenity for all existing and future occupants, through plans which provide a practical framework within which decisions can be made with a high degree of predictability and efficiency.

23. The second factor is the Government’s clear intention, set out in the Housing Standards Review, to provide for nationally described space standards which would be referenced in local plan policies, where justified with regard to need, viability, affordability and timing. The Council has provided evidence to specifically address these matters. It shows that typical house prices in the Borough are above the general Surrey and South East levels and the strong housing market can, as in London, lead to pressure to develop very small units which in a minority of cases provide inadequate accommodation. On the basis of all the evidence, I am satisfied that the application of the standards as proposed, subject to the modifications described below, would not adversely affect the viability, affordability or timing of new housing within the Borough. Thus, there would be no conflict with paragraphs 174 and 177 of the Framework, relating to the cumulative impact of policies and local standards on viability.

24. However, whilst at the present time the Government’s space standard has not yet come into effect, when it does it will supersede the relevant part of Policy DM10. Accordingly, variations to part (c) of the policy and to explanatory paragraph 2.44 are required. Until then, whilst developers and occupiers would have a degree of choice regarding number of bedrooms in relation to

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4 Housing Standards Review: Technical Consultation, September 2014, and Nationally Described Space Standard: Technical Requirements – Consultation Draft, September 2014; both CLG
5 Wokingham Borough Council’s Managing Development Delivery Local Plan, Inspector’s Report, January 2014
6 Paragraph 17
7 Space Standards Paper (PH/EBC/006)
bedspaces, in the interests of flexibility, an amendment is also required in order to make clear that sub-standard developments which nevertheless offer purpose-built, innovative and unique accommodation to address a specific need will be considered on their merits. Thus, MM4 and MM5 ensure that part (c), together with paragraph 2.44, is effective and consistent with national policy.

25. A further amendment, MM6, to paragraph 2.47 is necessary to ensure consistency with policy for ancillary accommodation within the Green Belt, consequent to changes to Policy DM18.

**Issue 3 – Whether the policy concerning Heritage (Policy DM12) is sound?**

26. Policy DM12 concerns a number of aspects of historic heritage. Read together, policies DM2, DM3, DM4 and DM12 provide a comprehensive treatment of the topic. However, whilst accepting that it is not practicable or desirable within a LP to attempt to precisely replicate the complete wording of legislation and national policy, Policy DM12 has a number of shortcomings relating to effectiveness and consistency. These are addressed by the following substantial revisions contained in MM7.

27. Part (a)ii is revised to accurately reflect the duties with regard to listed buildings and their curtilages set out in Sections 16(2) and 66(1) of the Planning (Listed Buildings and Conservation Areas) Act 1990.

28. Parts (a)iv and v and (b)v are amended to accurately reflect the Framework’s approach to “substantial harm” and “less than substantial harm” of designated heritage assets and to balancing those harms against public benefits. The inappropriate reference in part (b) to the Council’s Conservation Area Character Appraisals and Management Plans, which are not part of the development plan, is also amended.

29. Part (f) refers to locally listed buildings and other identified heritage assets, which is inconsistent with the term “non-designated” heritage assets, as used in paragraph 135 of the Framework. The rewording resolves this and other issues of consistency and clarity.

**Issue 4 – Whether policies for Green Belt and open space (Policies DM17, DM18, DM19 and DM20) are sound?**

**Policy DM17 – Green Belt (development of new buildings)**

30. National policy for Green Belts, as set out in the Framework and refined in its interpretation by the courts, is precise in many respects. Several MMs (MM8, MM9 and MM10) were proposed, providing a package of changes to Policy DM17 and paragraphs 2.76/2.77 and 2.78 respectively, in order to address shortcomings in consistency and effectiveness. However, a number of representations on the proposed MMs argued that, even with them, certain aspects of the policy and explanatory text remained unclear and inconsistent with the Framework. Whilst accepting that it is reasonable for the plan to focus on certain locally significant types of development and that it is unnecessary to precisely replicate the complete content of the Framework, I am persuaded that further limited amendments to the detailed wording of
MM8 and MM9 are required in order to ensure soundness. These are denoted by the suffix ‘A’.

31. **MM8A** amends part (a) of the policy to remove inconsistency with the Framework in that it confuses “purposes” of the Green Belt with its “fundamental aims”. It also resolves a lack of clarity in part (b) about which uses and types of development are covered and removes superfluous wording. A requirement, in part (c), for development to improve the openness of the Green Belt, which would be inconsistent with the requirements of paragraph 89 of the Framework, is removed. The additional amendments further clarify the relationship between the policy and paragraphs 89 and 90 of the Framework, with regard to the definition of inappropriate development, and, within part (c), resolve a conflict regarding dispersal of development across sites. **MM9A** resolves the same inconsistencies, whilst also clarifying the text, within revised explanatory paragraphs 2.76 and 2.77.

32. Part (d) is intended to ensure that development outside the Green Belt, but adjoining or clearly visible from it, achieves a satisfactory visual transition between urban and open land. Whilst the aim is sensible, it is confusing in this instance to include in a Green Belt policy a requirement relating to land outside it. The circumstances differ from policies DM12 and DM13, which respectively relate to views in or out of a conservation area and riverside locations. The underlying aim is addressed in Policy DM2a and in policy DM6a. Accordingly, **MM8A** also deletes part (d) of the policy and **MM10** deletes the related paragraph 2.78. **MM3**, referred to above, adds suitable reference in paragraph 2.8, supporting policy DM2.

33. With the recommended changes, Policy DM17, read alongside other policies in the DMP and CS and their explanatory text, together with the Framework, provides an appropriate basis for consideration of proposals for new buildings in the Green Belt, including schools, and is sound. This is not undermined by the Council’s deliberate omission of the Green Belt from the individual, area companion guides which form part of the *Design and Character SPD*.

*Policy DM18 – Green Belt (development of existing buildings)*

34. **MM11** and **MM12** are necessary to make parts (a) and (b) of the policy and the supporting paragraph 2.80 clear and effective, by including a suitable reference to the sensitivity of open and prominent locations within the Green Belt. The policy sets out differing percentage limits which help to interpret the Framework’s terms ‘disproportionate’ additions to buildings, including cumulative extensions, and ‘not materially larger’ replacement of buildings. These limits are based on previous local interpretation of the Framework, refined through public consultation and are not, therefore, unduly inflexible or arbitrary. Consequently, the soundness of the policy is not undermined.

35. Part (d) of the policy concerns ancillary buildings. In distinguishing between ancillary buildings within 5 metres of the main building and those further away, it merely clarifies the Council’s approach in such instances and is not unnecessarily arbitrary or onerous. However, the inclusion of new ancillary buildings within DM18, which primarily concerns extensions, alterations and replacements, creates confusion between this policy and Policies DM17 and DM10e and the Framework. **MM11** and **MM13** resolve the problem with
regard to the policy and paragraph 2.82, respectively, in order to make the policy clear, effective and consistent with national policy.

Policies DM19 and DM20 – Horse-related development and Open Space and views

36. Amendments to Policy DM19 part (a), through MM14, and to supporting paragraph 2.86, through MM15, correct the interpretation of national Green Belt policy regarding equestrian uses.

37. Part (d) of Policy DM19 introduces a requirement for new developments to be designed to offer a high level of equine welfare, which relates to compliance with non-planning legislation. As such, it is unsound. MM14, which deletes part (d) and MM16, which amends paragraph 2.88 accordingly, rectify the shortcoming.

38. The approach of Policy DM20 towards Local Green Space and other areas of green space is consistent with the Framework, in particular its paragraphs 73 – 78. However, whilst part (c), concerning strategic views and key landmarks, is satisfactory in itself, confusion arises from the attempt, in explanatory paragraph 2.90, to explain that part (c) applies equally to the Green Belt and the remainder of the Borough, whereas parts (a) and (b) do not apply to the Green Belt. MM17 removes the confusion within a partially new paragraph 2.91.

Issue 5 – Whether the approach to Monitoring is sound?

39. To be sound, the DMP must be capable of being effectively delivered, requiring effective monitoring. The plan contains an introductory chapter on monitoring, setting out the Council’s holistic approach, involving monitoring of the several components of the LP and its supporting documents and culminating in reporting the results in the Authority’s Monitoring Report (AMR), which is generally to be commended. To address a need for the monitoring to be more focussed towards the DMP, the Council proposes a number of significant amendments to the chapter, including a new Appendix 6 setting out indicators more specific to the DMP policies. MM1 consolidates various amendments, including the new Appendix 6, but also refining the indicators to ensure that they are relevant, measurable and realistic. With those changes, the approach to monitoring the DMP is sound.

Assessment of Legal Compliance

40. My examination of the compliance of the Plan with the legal requirements is summarised in the table below. I conclude that the Plan meets them all.

<table>
<thead>
<tr>
<th>LEGAL REQUIREMENTS</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Development Scheme (LDS)</td>
<td>The DMP is identified within the Council’s latest LDS 2014-2017, published in October 2014, which sets out an expected adoption date of late 2014. The DMP’s content and timing are generally compliant with the LDS.</td>
</tr>
<tr>
<td>Statement of Community Involvement (SCI)</td>
<td>The SCI was adopted in February 2013 and consultation has been compliant with the</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>relevant regulations</th>
<th>requirements therein, including the consultation on the post-submission proposed Main Modifications.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability Appraisal (SA)</td>
<td>SA has been carried out, including of MMs, and is adequate.</td>
</tr>
<tr>
<td>Appropriate Assessment (AA)</td>
<td>The <em>Habitats Regulations AA Screening Report</em> (2013) concludes that the DMP will not have any significant impacts beyond those identified in the <em>Habitats Regulations Assessment (HRA)</em> for the CS.</td>
</tr>
<tr>
<td>National Policy</td>
<td>The DMP complies with national policy except where indicated and main modifications are recommended.</td>
</tr>
<tr>
<td>Sustainable Community Strategy (SCS)</td>
<td>Satisfactory regard has been paid to the <em>Elmbridge Sustainable Community Strategy 2006-2015</em>.</td>
</tr>
<tr>
<td>Public Sector Equality Duty (PSED)</td>
<td>Having regard to the EqIA (May 2014), the DMP complies with the Duty.</td>
</tr>
<tr>
<td>2004 Act (as amended) and 2012 Regulations.</td>
<td>The DMP complies with the Act and the Regulations.</td>
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</table>

**Overall Conclusion and Recommendation**

41. The Plan has a number of deficiencies in relation to soundness, for the reasons set out above, which mean that I recommend non-adoptions of it as submitted, in accordance with Section 20(7A) of the 2004 Act.

42. The Council has requested that I recommend Main Modifications to make the Plan sound and/or legally compliant and capable of adoption. Subject to the recommended Main Modifications set out in the Appendix, I conclude that the *Elmbridge Local Plan: Development Management Plan* satisfies the requirements of Section 20(5) of the 2004 Act and meets the criteria for soundness in the *National Planning Policy Framework*.

*Nicholas Taylor*

Inspector

This report is accompanied by the Appendix containing the Main Modifications.
Appendix – Main Modifications

The modifications below are expressed in the conventional form of underlining indicating text which will be added or moved within the final version of the document and strikethrough to indicate where original text will be deleted. The page and paragraph numbers relate to the submission version of the plan and do not necessarily take account of any Minor Amendments which the Council may make.

<table>
<thead>
<tr>
<th>Ref</th>
<th>Policy/Paragraph</th>
<th>Page</th>
<th>Main Modification</th>
</tr>
</thead>
<tbody>
<tr>
<td>MM1</td>
<td>Para 1.17</td>
<td>8</td>
<td>1.17 As the Development Management Plan policies support the Core Strategy Objectives, they will be monitored using the same indicators within the Objective Led Performance Framework. However, in addition to these indicators the Council will add the indicators set out in Appendix 6 to ensure more specific monitoring of the Development Management Plan is included in the Council’s existing approach to monitoring. Where necessary the Council will also create new indicators and delete obsolete ones to meet changing circumstances, for example to address changes to national policy. Under the provisions of the Localism Act 2011, changes to monitoring requirements have given local planning authorities more scope to decide what is included within their monitoring information. As well as monitoring the outcome of policies individually, the AMR will also assess the effects of policies holistically to assess whether or not they are proving effective at delivering sustainable development. Where any negative effects are identified, remedial action will be suggested. (Table of additional indicators and introductory text will be inserted as a new Appendix 6, set out at the end of this appendix.)</td>
</tr>
<tr>
<td>MM2</td>
<td>Policy DM2, part c</td>
<td>11</td>
<td>c. Proposals should take account of landform, layout, building orientation, massing and landscape to minimise energy consumption, incorporating sustainable design and construction requirements as set out in the sustainability section of Chapter 5 of the Design and Character SPD. Insert footnote linking to the word ‘consumption’ as follows: Further advice on sustainable design and construction is set out in the Sustainability chapter of the Design and Character SPD</td>
</tr>
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</table>

(Table of additional indicators and introductory text will be inserted as a new Appendix 6, set out at the end of this appendix.)
2.8 This policy is intended to provide the basis for assessing design and amenity in a universal manner. Development proposals will be expected to take account of other relevant policies that address specific issues including access and parking (with particular reference to policy DM7), flooding, landscape and trees. Given the significant amount of Green Belt within Elmbridge, proposals should take into account the character of any open land adjoining the site. By applying good design principles, development can form an attractive transition, ensuring that more prominent elements of the building are located furthest from the Green Belt boundary and ensuring that softer landscape features such as gardens are located closest to it.

**Policy DM10**

<table>
<thead>
<tr>
<th>MM4</th>
<th>Policy DM10 part c</th>
<th>32</th>
<th>c. Living Standards</th>
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<tbody>
<tr>
<td></td>
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<td></td>
<td>Proposals for new housing development or the conversion of larger dwellings into smaller units will be expected to offer an appropriate standard of living, internally and externally. Minimum space standards will be applied to all new housing development (including conversions) in line with the table below, unless these are superseded by nationally applicable standards, in which case, the nationally described space standards will apply. Where developments come forward that are smaller than the space standards but offer purpose built, innovative and unique accommodation to address a specific need the Council will consider such proposals on their merits. Residential accommodation should offer residents an appropriate level of light, outlook (particularly when accommodation is lit solely by roof lights) and amenity, including gardens and open space, commensurate with the type and location of housing proposed.</td>
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<td></td>
<td></td>
<td></td>
<td>Insert footnote linking to the word ‘standards’ as follows:</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>The Space Standards set out a minimum requirement of provision for C3 use class residential properties only. These are intended to be a minimum standard which developers should exceed where possible. The intended number of occupants should be indicated on the planning application form.</td>
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**Para 2.44**

| MM5 | Para 2.44 | 35 | 2.44 Following a Housing Standards Review, the Government has stated its intention, subject to legislation, to introduce a national internal space standard for dwellings. The Government’s aim is to make it easier to bring forward much needed new housing, whilst improving quality and safeguarding environmental protections and access for disabled |
people. The national internal space standard is intended to be referenced in planning policies, where justified by need and subject to viability. Within the Borough, in considering proposals for new development, the Council proposes applying minimum internal space standards\textsuperscript{15}. This is a new provision in the Elmbridge Local Plan due to concerns that some developments have been proposed that are not large enough to offer the future occupant(s) a decent standard of living accommodation or to provide lifetime homes in accordance with Core Strategy policies CS17 - Local Character, Density and Design and CS20 - Older People\textsubscript{2}, in order to meet Objective 13\textsuperscript{16}.

2.45 Particularly when the housing market is buoyant, the Borough can experience pressure on even the smallest of sites for residential units, such as the conversion of storerooms behind or above retail premises or the subdivision of larger units to form smaller flats or bedsits. Although the creation of smaller units is often welcomed, there is also a responsibility to ensure that such housing is not excessively small to result in a poor standard of living accommodation for its occupants. All proposals for residential development will be considered in the light of Policy DM10c and the internal space standards set out in the table alongside it. The standards are consistent with those used as Elmbridge’s minimum floorspace requirements for affordable housing (see the Developer Contributions SPD). The standards in the table, which are generally similar to those set out in the Government’s consultation (Housing Standards Review - Technical Consultation, September 2014), will be applied until new nationally described space standards come into force. When and if such a national space standard comes into force, it will supersede those set out in the table. The Council is also aware of companies and organisations specialising in the provision of innovative, well designed residential units which would not be compliant with the space standards. Whilst such units are smaller than ideally would be required, it is acknowledged that such products are designed to offer high quality living spaces to meet specific needs and demands.

Delete footnote 15.

Proposed space standards to be consistent with those used as Elmbridge’s minimum floorspace requirements for affordable housing (see the Developer Contributions SPD) and by other local planning authorities, such as the standards contained in the London Plan 2011.
<table>
<thead>
<tr>
<th>MM6</th>
<th>Para 2.47</th>
<th>35</th>
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<tbody>
<tr>
<td></td>
<td>2.47 The Council is mindful that housing development needs to respond flexibly to the changing needs of families by accommodating additional relatives or staff. The policy on ancillary accommodation aims to meet such needs whilst recognising that separate buildings within the curtilage of larger dwellings can have a negative impact on the character of the area and may not have suitable amenity space or access arrangements to be used as an independent house. Conditions may therefore be appropriate in order to set the parameters for the occupation of the extension or buildings and to retain control where appropriate. <strong>Proposals for ancillary accommodation within the Green Belt would also be considered against Policy DM18.</strong></td>
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<table>
<thead>
<tr>
<th>MM7</th>
<th>DM12</th>
<th>40, 41, 42</th>
</tr>
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</table>
|      | Planning permission will be granted for developments that protect, conserve and enhance the Borough’s historic environment. This includes the following heritage assets:

- Listed Buildings and their settings
- Conservation Areas and their settings
- Parks and Gardens of Special Historic Interest and their settings
- Scheduled Monuments and their settings
- Areas of High Archaeological Potential and County Sites of Archaeological Importance (CSAIs)
- Locally Listed Buildings and other identified or potential assets (including non-designated locally significant assets identified in the local lists compiled by the Council).

  a. **Listed Buildings**

    i. The Council will encourage appropriate development to maintain and restore Listed Buildings, particularly those identified as being most at risk.

    ii. Development to, or within the curtilage or vicinity of, a listed building or structure should preserve or enhance its **setting and any features of special interest architectural or historical interest which it possesses and its setting.**

    iii. **A change of use of part, or the whole, of a Listed Building will be approved provided that its setting, character and features of special architectural or historic interest would be preserved or enhanced.**
### Consideration will also be given to the long-term preservation that might be secured through a more viable use.

iv. **Partial demolition of a Listed Building, including curtilage buildings, will be resisted unless the character or appearance of the listed building and its setting will be improved. Development which would cause substantial harm to or loss of a listed building (including curtilage buildings), such as total or partial demolition, will be permitted only in exceptional circumstances. In such cases, consideration will be given to the asset’s significance.** Applicants will need to clearly demonstrate that either:

1. There are substantial public benefits outweighing any harm or loss; or

2. All of the following apply:
   - the nature of the listed building prevents all reasonable use of the site;
   - no viable use of the listed building can be found in the medium term through appropriate marketing that will enable its conservation;
   - it can be demonstrated that charitable or public funding/ownership is not available to enable its conservation;
   - any harm or loss is outweighed by the benefit of bringing the site back into use.

v. **Total demolition of a Listed Building will be refused.**

### b. Conservation Areas

i. Development proposals should take full account of the Council’s Conservation Area Character Appraisals and Management Plans for the relevant area.

   i. Proposals for all new development, including alterations and extensions to buildings, their re-use and the incorporation of energy efficiency and renewable energy technologies, must have a sensitive and appropriate response to context and good attention to detail.

   ii. Development within or affecting the setting of a...
conservation area, including views in or out, should preserve or enhance the character and appearance of the area, taking account of the streetscape, plot and frontage sizes, materials and relationships between existing buildings and spaces.

iii. Open spaces, trees and other hard and soft landscape features important to the character or appearance of the area should be retained or be in keeping with the character of the area\textsuperscript{24}.

iv. Demolition of buildings and/or structures will be granted consent provided that the building and/or structure to be demolished makes no material contribution to the character or appearance of the conservation area and that permission has been granted for their sensitive replacement or redevelopment. Proposals to demolish buildings and/or structures will be assessed against their contribution to the significance of the conservation area as a heritage asset. Where substantial harm would be caused to a conservation area’s significance, the proposal will be resisted unless exceptional circumstances, including substantial public benefits outweighing any harm to the conservation area, can be demonstrated. Where the harm would be less than substantial, it will be weighed against any public benefits of the proposal, including securing optimum viable use of the heritage asset and whether it would enhance or better reveal the significance of the conservation area.

c. Parks and Gardens of Special Historic Interest

i. Parks and gardens identified as being of special historic interest, including landscape features and buildings, and their setting, will be protected and their sensitive restoration encouraged.

ii. Any proposed development within or conspicuous from a historic park or garden will be permitted provided that it does not detract from the asset.

d. Scheduled Monuments and County Sites of Archaeological Interest (CSAI)s

i. Development that adversely affects the physical survival, setting or overall heritage significance of any element of a Scheduled Monument or CSAI will be resisted.

ii. Any new development should be sensitive to these
criteria and positively act to enhance the monument or CSAI overall and ensure its continued survival.

e. Areas of High Archaeological Potential

i. Proposals for development should take account of the likelihood of heritage assets with archaeological significance being present on the site, provide for positive measures to assess the significance of any such assets, and enhance understanding of their value.

f. Locally Listed Buildings and other identified non-designated heritage assets

i. The Council will seek to retain these, where possible, and will assess proposals which would directly or indirectly impact on them in the light of their significance and the degree of harm or loss, if any, which would be caused, ensuring new development does not harm the character, appearance or setting of the building or asset. Where harm or loss to a heritage asset is considered by the Council to be justified by the scale and nature of public benefits of the proposed development, developers will be required to record and advance understanding of the significance of the asset to be lost (wholly or in part) in a manner proportionate to their importance and the impact, and to make this evidence publicly accessible.

Add new footnotes:

23 In the case of grade I and II* listed building any development resulting in substantial harm will be wholly exceptional. In the case of all listed buildings, where the harm would be less than substantial, it will be weighed against the public benefits of the proposal, including securing its optimum viable use.

24 More detailed guidance can be found in the Conservation Area Character Appraisal and Management Plan for the relevant area.

<table>
<thead>
<tr>
<th>MM8A</th>
<th>Policy DM17</th>
<th>53</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a. The Green Belt boundary is defined on the Policies Map. In order to uphold the purposes fundamental aims of the Green Belt to prevent</td>
<td></td>
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</tbody>
</table>
urban sprawl and to keep land within its designation permanently open, inappropriate development will not be approved unless the applicant can demonstrate very special circumstances that will clearly outweigh the harm. Inappropriate development will be defined in accordance with the National Planning Policy Framework, including the following provisions.

b. Built development for outdoor sport, recreation and cemeteries other appropriate uses\(^{39}\) will need to demonstrate that the building’s function is ancillary and appropriate to the use and that it would not be practical to re-use or adapt any existing buildings on the site. Proposals should be sited and designed to minimise the impact on the openness of the Green Belt and should include a high quality landscape scheme. The development will be expected to comply with other policies that prevent an adverse impact on the environment and the community.

c. Proposals for the limited infilling or the partial or complete redevelopment of previously developed sites will be considered in light of the size, height, type, layout and impact of existing buildings, structures and hard standing, together with the degree of dispersal throughout the site of existing and proposed development. Support will be given to proposals that limit the dispersal of development throughout the site or can demonstrate that the openness of the Green Belt will be improved.

d. New development of land adjoining or clearly visible from the Green Belt should respond to its setting and the character of the area, ensuring that buildings and landscape schemes are designed to create an appropriate transition between urban and open land.

| MM9A   | Paras 2.76 and 2.77 | 54 | 2.76 Some development is regarded as ‘appropriate’ within the Green Belt and this is limited to that which supports uses which keep the land open and are consistent with the purpose it serves, including agriculture, forestry, cemeteries, and outdoor sport and recreation. Other forms of development that are also ‘not inappropriate’ are listed in the Framework. The Council acknowledges the appropriateness of such proposals and plans to positively enhance the beneficial use of the Green Belt but will require buildings to be genuinely ancillary and appropriate to the sustainable operation of the appropriate use in order to minimise |
development wherever possible and therefore preserve the openness of the Green Belt. Similarly, applicants will be expected to consider whether any existing buildings could be re-used sustainably rather than proposing a new development that may have a greater impact on the Green Belt and the environment, and to include measures that may serve to mitigate the effect on the character of the area, such as a high standard of design and landscape. DM17(b) and (c) consider particular types of built development which are not inappropriate within the Green Belt, provided that they preserve its openness and do not conflict with its purposes. Other types of development which may potentially not be inappropriate within the Green Belt will be considered against national policy, particularly paragraphs 89 and 90 of the National Planning Policy Framework. Proposals for extension, alteration and replacement of buildings will be considered under DM18 – Green Belt (development of existing buildings).

2.77 The Council acknowledges that, in certain circumstances, new buildings are not inappropriate in the Green Belt. Where possible, new development should positively enhance the beneficial use of the Green Belt and be genuinely ancillary and appropriate in scale form and function to the sustainable operation of the use in order to minimise development and preserve the openness of the Green Belt. Similarly, applicants will be expected to consider whether any existing buildings could be re-used sustainably rather than proposing a new development that may have a greater impact on the Green Belt and the environment, and to include measures that may serve to mitigate the effect on the character of the area, such as a high standard of design and landscape. The Framework also allows for the limited infilling or the partial or complete redevelopment of previously developed land and does not require these to be formally identified in order to benefit from the ‘exception’ to inappropriate development for new buildings. Consideration will be given on a case by case basis, recognising that new development should not have a greater impact on the openness of the Green Belt. As such, careful assessment of the impact of existing buildings and structures in comparison to new development is required. For example, an existing area of hardstanding can be regarded as ‘development’ but its impact on openness is significantly less than a proposed building. Applicants are encouraged to take the opportunity to make improvements to the openness of the Green Belt where possible, which could include focusing development in a less conspicuous or open part of the site or removing a sprawl of buildings in favour of a single, cohesive development that leaves the
| MM10 | Para 2.78 | Delete paragraph 2.78 and amend paragraph 2.8 accordingly (see MM3).

2.78 The policy also refers to land adjoining the Green Belt but not within it, recognising that development in close proximity to its boundary could have just as significant an effect upon it. By applying good design principles, development can form an attractive transition, ensuring that more prominent elements of the building are located furthest from the Green Belt boundary and ensuring that softer landscape features such as gardens are located closest to it. |

| MM11 | DM18 | 56, 57 | a. Extensions and alterations to a building will be permitted provided they do not result in disproportionate additions over and above the size of the original building, either individually or cumulatively. Support will be given to proposals that do not have a materially greater impact on the openness of the Green Belt and, in particular:

i. Are well designed to respond to the context of the site and the character of the area, taking into account the particular visual sensitivity of open and prominent locations,

ii. Do not result in an increase beyond 25% in volume and 25% in footprint\(^{31}\), and

iii. Do not materially increase the overall height of the building.

b. The replacement of a building in the same use will be permitted provided that the new building is not materially larger than the one it replaces. Support will be given to proposals that do not have a materially greater impact on the openness of the Green Belt and, in particular:

i. Are well designed to respond to the context of the site and the character of the area, taking into account the particular visual sensitivity of open and prominent locations,

ii. Do not result in an increase beyond 10% in volume and 10% in footprint\(^{32}\),

iii. Do not materially increase the overall height of the building, and

iv. Are sited in the same position as the existing building or in a preferable position within the site. |
c. The volume and footprint of existing buildings to be demolished within the site may be included in the increase in volume and footprint under (a) and (b) above, taking into account their size, permanence, design and proximity to the building to be extended or replaced. Conditions may be used to remove permitted development rights for further outbuildings and extensions.

d. Proposals to erect, extend or replace an ancillary building within 5 metres of the main building will be treated as an extension to the main building, under (a) above. The extension or replacement of an ancillary building sited more than 5 metres from the main building will be considered under either (a) or (b) above, as appropriate, as a building in its own right. Permission will not be granted for new ancillary buildings sited more than 5 metres from the main building unless it is for an appropriate use in the Green Belt or very special circumstances can be demonstrated that would clearly outweigh any harm to the openness. Proposals to erect new ancillary buildings sited more than 5 metres from the main building, which would not replace existing buildings, will be assessed against the relevant policies relating to new free-standing buildings within the Green Belt.

e. Proposals for a basement will be permitted provided it is wholly subterranean, does not generate significant additional activity on the site as a whole, does not exceed the footprint of the existing building (including as extended or replaced) and is served only by discreet light wells, ventilation systems or means of escape. Basements that do not comply with these provisions will be regarded as contributing to the increase in volume and footprint under (a) and (b) above.

Amend footnotes 31 and 32 to both read as follows:

To be calculated based on external dimensions. Figures lower than the maximum percentage permitted under this policy may be sought in open and prominent locations within the Green Belt.

New footnote

33 This does not preclude features such as internal connections to the rest of the house.

| MM12 | Para 2.80 | 57 | 2.80 There will be instances where perhaps a significantly lower figure will be more appropriate, based on the specifics of the site, such as in open and |
prominent locations and where environmental constraints are a factor, including flood risk, but the percentages offer clear parameters within which new developments can be designed to preserve the openness of the Green Belt and the character of the area.

| MM13 | Para 2.82 | 58 | 2.82 This policy gives specific guidance on how ancillary buildings will be treated in assessing new proposals. This is to give greater clarity for applicants which could result in more focus on the quality and design of the proposal rather than lengthy discussion on other matters. The distance of 5 metres within which an ancillary building will be treated as being part of the main building has been specified as a dimension that is commonly used to imply contiguousness of development for Green Belt purposes and stems from its use in earlier versions of the General Permitted Development Order in respect of outbuildings to dwelling houses. Proposals for new free-standing ancillary buildings sited more than 5 metres from the main building would be considered against policies DM17, DM18 and national policy relating to new buildings in the Green Belt, rather than extensions to existing buildings, due the separation between the built forms and the resulting lack of contiguousness. Ancillary buildings in any location would also need to satisfy part e of policy DM10-Housing. |
| MM14 | DM19 Part a) | 59 | a. New development associated with appropriate horse-related activities will be permitted, including within the Green Belt where provided it complies with policy, if it would respect the character and amenity of the area without resulting in undue pressure on local infrastructure, nature conservation and biodiversity.  

b. Proposals for new buildings, extensions to existing buildings and means of enclosure should achieve a high standard of design and use sensitive materials that reflect local character, particularly in the Green Belt and other open areas, and be of a scale that is proportionate to the activity proposed. Appropriate provision should be made for access, storage and waste associated with the activity, especially in residential areas.  

c. Proposals will be expected to incorporate a high quality landscape scheme into the design, especially within the Green Belt and other open areas, in order to integrate the development into the natural landscape.  

d. New development should be designed to offer a high level of equine welfare in accordance with current legislation.  

de. Proposals to extend and/or enhance the recreational
value of the bridleway network will be supported, provided that there is no conflict with agriculture, nature conservation or with facilities for walkers on existing public footpaths or other paths currently only used by walkers.

<table>
<thead>
<tr>
<th>MM15</th>
<th>Para 2.86</th>
<th>59</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.86 As an appropriate use of the Green Belt, equestrian uses will be supported. In certain circumstances, equestrian uses may be acceptable within the Green Belt. It is important that the design of new buildings and associated facilities respond positively to their context, which is usually rural in character and landscape. Therefore proposals will be expected to demonstrate that the scale of development, quality of design, use of materials and the landscape scheme will enhance the visual amenity of the area. There are also factors that will influence the location of buildings within the site, such as the need for natural surveillance, site security and welfare considerations. These matters are for the applicant to consider in the context of the specifics of the site when designing the scheme.</td>
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<tr>
<th>MM16</th>
<th>Para 2.88</th>
<th>60</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.88 The policy also includes reference to welfare standards for horses. Environmental Health &amp; Licensing is the body responsible for issuing licences to riding centres and can offer advice to applicants on requirements that may have an impact on the size and design of stables and loose boxes. The Council can therefore offer a collaborative approach to ensuring the aims of the policy are achieved whilst also ensuring equine welfare. This will prevent the need to reapply for a revised scheme if the approved design does not meet the standards required to acquire the necessary licences.</td>
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<tr>
<th>MM17</th>
<th>Para 2.90</th>
<th>61</th>
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</table>
| 2.90 The open space within Elmbridge is essential to its character and contributes to the quality of the landscape and the network of green infrastructure. It is very important to local people, who enjoy the visual benefits, wildlife habitats and the recreation function it provides. In addition, open spaces are also beneficial in helping to minimise flood risk.  

2.91 Whilst enjoying similar benefits, Green Belt serves five distinct purposes\(^{36}\) that are not shared by land in more urban and residential parts of the Borough. Therefore this policy does not cover all Green Infrastructure Assets, as defined in the Core Strategy (CS14 – Green Infrastructure), by excluding areas in the Green Belt that are covered by separate Development Management policies. CS14 also covers other Green Infrastructure Assets that this policy does not, such as Suitable Accessible Natural Greenspace, so they should be assessed together. For the avoidance of doubt, part |
(c) of the policy applies across the relevant parts of the whole Borough, including the Green Belt.

| MM18 | DM7, Para 2.25 | 25 | The high trip rate of the Borough’s residents to work, train stations and local services result in congestion on the roads and emissions that adversely affect air quality. The Core Strategy aims to minimise the effect of trips by encouraging new development in accessible locations, encouraging use of sustainable transport modes and applying maximum parking standards, including consideration of zero parking for certain town centre developments. However, in many instances zero parking will not be acceptable and this is often the case in areas where on-street parking stress is a particular problem and there is no suitable alternative provision. In such cases, the Council will require one parking space per residential unit for new developments in order to ensure that the existing pressure to park on nearby roads is not exacerbated. Factors to take into account when considering whether an area experiences on-street parking stress will be the levels of parking on nearby roads, the availability of spaces in public car parks and whether there are any particular pressures caused by existing uses or developments in the area. The level of parking that should be provided on non-residential developments in areas of parking stress will be individually assessed, taking into account the availability of other parking and travel options for shoppers, workers and visitors in that location. The onus will be on the applicant to demonstrate why zero parking is appropriate in a given location. This Development Management policy supports the aims of the Core Strategy by providing detailed parking standards that are also based on maximums and ensuring that proposals affecting public car parks are carefully considered in terms of the wider impact on the Borough. |
| MM19 | Appendix 1, Parking Standards for Residential Parking | 74 | As set out in policy DM7-Access and Parking, in areas of parking stress the Council would expect a minimum of 1 space per residential unit. |
Appendix 6: Additional Indicators

1 Monitoring is an essential part of the Local Plan process. It allows us to analyse housing, economic, environmental and social performance which, in turn, helps us to measure the effectiveness of our policies and strategies. The following series of additional indicators have been created to help in assessing the effectiveness of the Development Management Plan in meeting the overarching objectives of the Local Plan.

2 Performance of the Local Plan will be assessed on an annual basis through the Authority’s Monitoring Report (AMR).

<table>
<thead>
<tr>
<th>Policy</th>
<th>DM Policy</th>
<th>CS Objective</th>
<th>Indicator/s</th>
<th>Source</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>DM1</td>
<td>Presumption in favour of sustainable development</td>
<td>1</td>
<td>Total number of planning appeals p.a. and proportion dismissed</td>
<td>Annual review of planning appeals</td>
<td>Assessment of all targets within the monitoring framework</td>
</tr>
<tr>
<td>DM2</td>
<td>Design and amenity</td>
<td>2/3/5/7/16</td>
<td>Proportion of appeals dismissed for development that fails to achieve a high standard of design and layout and or privacy and amenity</td>
<td>Annual review of planning appeals</td>
<td>100% dismissed at appeal</td>
</tr>
<tr>
<td>DM3</td>
<td>Mixed Uses</td>
<td>4/5/9/10/11/12/15/17</td>
<td>Appeals dismissed for proposals detrimental to town centre vitality and viability</td>
<td>Annual review of planning appeals Review</td>
<td>100% dismissed at appeal</td>
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</tbody>
</table>

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<thead>
<tr>
<th>Policy</th>
<th>DM Policy</th>
<th>CS Objective</th>
<th>Indicator/s</th>
<th>Source</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>DM3</td>
<td>Mixed Uses</td>
<td>4/5/9/10/11/12/15/17</td>
<td>Number of planning permissions granted for major development in town centres with only one use</td>
<td>Annual review of planning permissions</td>
<td>No wholly residential town centre permissions</td>
</tr>
<tr>
<td>Policy</td>
<td>DM Policy</td>
<td>CS Objective</td>
<td>Indicator/s</td>
<td>Source</td>
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<tr>
<td>DM4</td>
<td>Comprehensive development</td>
<td>4/5/9/10/11/15</td>
<td>Measured through existing indicators</td>
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</tbody>
</table>
| DM5    | Pollution | 7 | - Per capita reduction in CO₂ emissions in the Borough.  
- Appeals dismissed which are considered to contravene/fail to achieve pollution related standards within DM5 | Environmental Services monitoring of emissions  
Annual review of planning appeals | Continued reduction  
100% dismissed |
<p>| DM6    | Landscape and trees | 8 | - Appeals dismissed for applications considered to have a negative impact on the Borough’s landscape and trees | Annual review of planning appeals | 100% dismissed |
| DM7    | Access and parking | 3/4/5 | - Number of planning permissions granted which accord with Elmbridge Parking Standards | Annual review of planning permissions | All permitted applications accord with parking standards |
| DM8    | Refuse, recycling and external plant | 18 | Measured through existing indicators | | |</p>
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<tr>
<th>Policy</th>
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<th>CS Objective</th>
<th>Indicator/s</th>
<th>Source</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>DM9</td>
<td>Social and community facilities</td>
<td>10/13/17/18</td>
<td>- Planning permissions granted for the provision or improvement of social and community facilities</td>
<td>Annual review of planning permissions</td>
<td>Net increase in number of community uses within Elmbridge</td>
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<tr>
<td>DM10</td>
<td>Housing</td>
<td>9/10/11/12/13</td>
<td>- Proportion of residential units permitted below minimum space standards - Number of units permitted on garden land</td>
<td>Annual review of planning permissions</td>
<td>All new residential units delivered to minimum space standards</td>
</tr>
<tr>
<td>DM11</td>
<td>Employment</td>
<td>4/5/15/17</td>
<td>Measured through existing indicators</td>
<td></td>
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<tr>
<td>DM12</td>
<td>Heritage</td>
<td>2</td>
<td>- Number of planning permissions granted involving the significant harm to, or loss of a designated heritage asset.</td>
<td>Annual review of planning permissions</td>
<td>None, except where justified in accordance with the policy</td>
</tr>
<tr>
<td>DM13</td>
<td>Riverside development and uses</td>
<td>7/16</td>
<td>- Number of planning permissions granted which secure river restoration or enhancement or impact on the Boroughs riverside areas</td>
<td>Annual review of planning permissions</td>
<td>100% of permissions granted having a positive impact on the Boroughs riverside areas as set out in DM13.</td>
</tr>
<tr>
<td>Policy</td>
<td>DM Policy</td>
<td>CS Objective</td>
<td>Indicator/s</td>
<td>Source</td>
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<tr>
<td>DM14</td>
<td>Evening Economy</td>
<td>3/15/16/17</td>
<td>- Proportion of planning applications considered detrimental town centre vitality and viability dismissed at appeal</td>
<td>Annual review of planning appeals</td>
<td>100% dismissed</td>
</tr>
<tr>
<td>DM15</td>
<td>Adverts, shop fronts and signage</td>
<td>17</td>
<td>- Proportion of planning applications for inappropriate advertisements dismissed at appeal</td>
<td>Annual review of planning appeals</td>
<td>100% dismissed</td>
</tr>
<tr>
<td>DM16</td>
<td>Telecommunications</td>
<td>15/18</td>
<td>- Proportion of planning applications for inappropriate telecommunications development dismissed at appeal</td>
<td>Annual review of planning appeals</td>
<td>100% dismissed</td>
</tr>
<tr>
<td>DM17</td>
<td>Green Belt (development of new buildings)</td>
<td>8/18</td>
<td>- Planning permissions granted for new buildings in the Green Belt</td>
<td>Annual review of planning appeals</td>
<td>100% of permissions accord with policy for the Green Belt, including demonstrating very special circumstances where necessary</td>
</tr>
<tr>
<td>DM18</td>
<td>Green Belt (development of existing buildings)</td>
<td>2/8</td>
<td>- Planning permissions granted for replacement dwellings in the Green Belt</td>
<td>Annual review of planning permissions and planning appeals</td>
<td>100% of permissions accord with policy for the Green Belt, including demonstrating very special circumstances where necessary</td>
</tr>
<tr>
<td>Policy</td>
<td>DM Policy</td>
<td>CS Objective</td>
<td>Indicator/s</td>
<td>Source</td>
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<td>extensions in the Green Belt.</td>
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<td>ces where necessary</td>
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<tr>
<td></td>
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<td>- Proportion of planning permissions allowed above permitted volume and footprint limits.</td>
<td></td>
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<tr>
<td>DM19</td>
<td>Horse-related uses and development</td>
<td>3</td>
<td>- Total number of permissions granted for horse related activity</td>
<td>Annual review of planning permissions and planning appeals</td>
<td>No horse related development granted at appeal</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Proportion granted at appeal</td>
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<tr>
<td>DM20</td>
<td>Open Space and views</td>
<td>2/8</td>
<td>Measured through existing indicators</td>
<td></td>
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<tr>
<td>DM21</td>
<td>Nature conservation and biodiversity</td>
<td>7/8</td>
<td>Measured through existing indicators</td>
<td></td>
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<tr>
<td>DM22</td>
<td>Recreational uses of waterways</td>
<td>7/16</td>
<td>- Planning permissions granted which support the recreational use of the Borough’s waterways.</td>
<td>Annual review of planning applications</td>
<td>100% of permissions maintain and enhance recreational activity on the Borough’s waterways in accordance with DM22</td>
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</tbody>
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## Contact details

<table>
<thead>
<tr>
<th><strong>Web site:</strong></th>
<th><a href="http://www.elmbridge.gov.uk/planning">www.elmbridge.gov.uk/planning</a></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Email:</strong></td>
<td><a href="mailto:tplan@elmbridge.gov.uk">tplan@elmbridge.gov.uk</a></td>
</tr>
<tr>
<td><strong>Telephone:</strong></td>
<td>01372 474474</td>
</tr>
<tr>
<td><strong>Address:</strong></td>
<td>Planning Services&lt;br&gt;Planning Policy&lt;br&gt;Elmbridge Borough Council&lt;br&gt;Civic Centre&lt;br&gt;High Street&lt;br&gt;Eshe&lt;br&gt;Surrey&lt;br&gt;KT10 9SD</td>
</tr>
</tbody>
</table>

Executive Summary

The Development Management Plan contains the day-to-day policies against which planning applications and enforcement action will be assessed. These policies will ensure that development contributes to the wider, strategic aims of the Core Strategy, providing further detail where necessary in order to deliver the long-term spatial vision for Elmbridge. They will also replace many of the ‘saved’ policies in the Replacement Elmbridge Borough Local Plan 2000.

The Plan supports the ‘management’ approach to sustainable development, using land efficiently, looking for solutions, promoting early engagement and involving the community. This will allow the Council to manage and plan for development, infrastructure and growth, alongside the Settlement Investment and Development Plans as part of the Elmbridge Local Plan.
Purpose

Elmbridge Borough Council adopted its Core Strategy in July 2011. This sets the overarching strategy for the Borough which adopts a local approach to the promotion of sustainable growth, through directing the right sort of development to the right places, whilst protecting the environment and providing community infrastructure.

Whilst the Government promotes the production of a Local Plan, a single document that deals with all matters relating to the management and planning of development, local authorities do have the option to develop their Local Plan through a series of separate related documents. Given that the Council’s Core Strategy is up to date, compatible with the Government’s National Planning Policy Framework, and has its own locally assessed housing requirement, continuing to develop the Local Plan portfolio is the most sensible way forward. This has the benefits of putting in place the mechanisms for effective delivery of the Council’s strategy, working closely with the local community in order to reflect their needs and aspirations as far as possible, and also providing clarity and certainty for those who wish to develop within the Borough.

The delivery of our strategy will only be successful if we engage with all those who are affected by new development, infrastructure and services, and all those who provide it. The Council is committed to taking a strong leadership role, co-ordinating skills resources and knowledge, and will adopt a proactive approach to the planning and management of development in order that we deliver what we have set out to deliver in the Core Strategy.

The Core Strategy sets out a commitment to produce further documents as part of the Local Plan, which include Settlement Investment and Development Plans and the Development Management Plan.

The Development Management Plan (DMP) contains the day-to-day policies against which planning applications and enforcement action will be assessed. They will focus on positive outcomes rather than negatively worded policies with strict criteria that attempt to ‘control’ development. The DMP will take the development management approach to the next level: front-loading the process by combining positive guidance and support to applicants on who to engage with and how their proposal will be assessed.

The planning application process has been moving towards a more positive, proactive approach to shaping, considering, determining and delivering development proposals. This approach is known as ‘development management’. It is led by the Local Planning Authority, working in collaboration with developers, stakeholders and the community to seek solutions to the delivery of high quality sustainable development and achieve the objectives set out in the Core Strategy. The approach encourages early engagement, pre-application discussion and resolving issues at the beginning of the process.
Local workshops were held during August and September 2012. The aim was to raise awareness of the work being carried out by the Council and the benefits of adopting a plan-led, development management approach. They enabled us to discuss local concerns regarding growth and new development as well as identifying important sites for protection, potential sites for development and priorities for infrastructure.

Over 150 people attended the workshops. These have helped to increase understanding by the local community about the benefits of adopting a proactive approach to the consideration of development, and their comments helped to shape the preparation of the Development Management Plan.

‘Early and meaningful engagement and collaboration with neighbourhoods, local organisations and businesses is essential. A wide section of the community should be proactively engaged, so that local plans, as far as possible, reflect a collective vision and a set of agreed priorities for the sustainable development of an area.’

National Planning Policy Framework
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1 Introduction

The Elmbridge Local Plan

1.1 The Elmbridge Core Strategy was adopted in July 2011. This sets the overarching strategy for the Borough. It adopts a local approach to the promotion of sustainable growth, through the direction of the right sort of development to the right places, whilst protecting the environment and providing community infrastructure.

1.2 In considering the soundness of this planning strategy for the Borough, the independent planning inspector wrote:

‘In terms of housing, employment and other development, the plan provides for growth, reflecting the Government’s agenda, and generally it strikes the right balance between needs and demands’.

‘In its approach to the Green Belt the plan is also consistent with the Government’s planning for growth agenda. This makes clear that wherever possible the answer to proposals should be yes, while ensuring the key sustainable development principles set out in national policy would not be compromised.’

1.3 Since the adoption of the Core Strategy, the Government published the National Planning Policy Framework. This is referred to throughout the document as ‘the Framework’, as used by the Government in planning appeals and to avoid over-use of acronyms. Following a detailed assessment, the Council considers that its Core Strategy is compatible with the Framework\(^1\). However, the Core Strategy forms only part of the Elmbridge Local Plan and a commitment has been made to prepare further documents for completeness. The diagram overleaf illustrates the family of documents that make up the Council’s Local Plan and how they relate to each other.

---

\(^1\) Framework Compatibility Self-Assessment Checklist available at www.elmbridge.gov.uk/planning/policy.
Progress so far

1.4 In response to local concerns about the impact of new development on local character and infrastructure, the Council prioritised the production of two documents which were adopted in April 2013:

- Design and Character Supplementary Planning Document
- Developer Contributions Supplementary Planning Document.

1.5 In addition, a Community Infrastructure Charging Schedule, which was adopted at the beginning of 2013, will provide a comprehensive package of the contributions expected to be made by developers dependant on the nature of their proposal. The aim is to provide clarity about expectations prior to buying land, and ensure that new development contributes to the creation of an environment where growth is not stifled through lack of infrastructure and investment.

1.6 The Council is now producing the remaining documents which will complete its Local Plan. Alongside the Development Management Plan, this will include the Settlement ID (Investment and Development) Plans.
Elmbridge Local Plan diagram

The Elmbridge Local Plan 2017/18

Local Plans

Elmbridge Local Plan 2018 – 2033
Strategic Planning Policies, Allocations & DMP Adoption 2017+

OR

Development Management Plan (DMP) Adoption 2014

Core Strategy 2011 – 2026
Adopted July 2011

Policies Map

Settlement ID Plans Adoption 2016+

Supplementary Planning Documents

Developer Contributions and Community Infrastructure Levy (CIL) – Charging Schedule Adopted 2019

Design & Character
Adopted 2012

Flood Risk
Adoption 2013/2016

Other Guidance & Supporting Documents

Policies Map

Parking Standards
Validation Checklist
Climate Neutral Checklist
Local Development Scheme
Statement of Community Involvement
Authority’s Monitoring Report

Evidence Base

Defining the Housing Market Area
Strategic Housing Market Assessment
Constraints Analysis Assessment
Duty to Cooperate Scoping Statement
Traveller Accommodation Assessment
Site Assessment Methodology

Assessment Methodology for Designations
Viability Assessment (Local Plan)
Open Space & Recreation Assessment
Local Green Space Assessment
Strategic Flood Risk Assessment
Retail Assessment

Commercial Property Market Study
Employment Land Review
Education Provision Assessment
Settlement Hierarchy
Habitats Regulation Assessment
Equality Impact Assessment

Land Availability Assessment – housing, employment & Travellers
Suitable Accessible Natural Greenspace Assessment
Sustainability Appraisal / Strategic Environmental Assessment

Adopted
To be adopted
Published
To be prepared / updated
The role of the Development Management Plan

1.7 Taking into account their relationship to national policy and other Local Plan documents, Development Management policies address current and new issues, particularly since the publication of the Framework. They are positive in style to encourage the management of sustainable development and not to ‘control’ proposals.

1.8 The Development Management Plan also provides specific policies for assessing the detail of development on sites that are delivered having been ‘allocated’ through the Settlement Investment and Development Plans. When considering development proposals the Council will take a positive approach that reflects the presumption in favour of sustainable development contained in the Framework. It will always work proactively with applicants jointly to find solutions which mean that proposals can be approved wherever possible, and to secure development that improves the economic, social and environmental conditions in the area.

1.9 New development will be assessed against a number of local and national policies, including those contained in the Framework, depending on the planning issues raised by the proposal. These may be contained within the Core Strategy or elsewhere in the Development Management Plan. Where key links to other policies have been identified, cross-references have been included in the text. However, these are not exhaustive and it will always be advisable to read the full document to ensure that all relevant policies are addressed, particularly the Universal Policies that will be applicable to many types of development irrespective of its location. Applicants will need to submit information to support the application and should therefore consult the list of national and local validation requirements. There may also be other requirements, such as Environmental Impact Assessments, that are not directly referenced within the policies and will be dependent on the scale and sensitivity of the proposal.
Structure of the plan

1.10 The document begins with an overarching policy on the Presumption in Favour of Sustainable Development, setting out the approach Council will adopt in the consideration of proposals. This policy was adopted as an interim statement following publication of the National Planning Policy Framework and will form the cornerstone of the Development Management Plan policies and their approach.

1.11 The policies that follow are divided into three sections that cover Universal Policies, Making Places and Open Spaces. There will be overlap between these broad areas and cross-referencing between policies but they help to set out a structure to the document that will improve its usability.

Universal Policies

1.12 These policies cover a number of areas that are not specific to certain types of development or affected by particular designations. They are intended to address a variety of issues that will require assessment on most applications, such as design and amenity, parking and access, and landscape and trees, plus other considerations including the pollution effects of a development.

Making Places

1.13 These policies cover the built environment, focusing on development that supports housing, social and community infrastructure and employment uses, as well as proposals for advertisements and telecommunications equipment.

Open Spaces

1.14 These policies cover development affecting the natural environment, including the Green Belt, open land, nature conservation and rivers.
Monitoring

1.15 The Core Strategy sets the overarching strategy for the Borough and the Development Management Plan is key to ensuring the delivery of the strategy by providing the detail to manage decision-making on a daily basis. Monitoring of the policies within the Development Management Plan is essential to ensure the objectives of the Core Strategy are delivered in order to achieve the Council’s Vision. As with the Core Strategy, the Development Management policies will be monitored through the Council’s annual Authority’s Monitoring Report (AMR).

1.16 The Development Management Plan will contribute to and support the Core Strategy’s role in setting out a plan for the future development of the Borough. The Council’s Objectives as set out in the Core Strategy cover all aspects of sustainability, working in partnership to address environmental, social and economic issues across the Borough. The following table indicates the individual Objectives that the policies in the Development Management Plan will support:

<table>
<thead>
<tr>
<th>Core Strategy Objective</th>
<th>DM Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 To retain the high quality of life experienced by most Borough residents and share the benefits across all sections of the community, within and overall context of stabilising and ultimately reducing the Borough’s ecological footprint.</td>
<td>DM1</td>
</tr>
<tr>
<td>2 To protect the unique character of the Borough, and to enhance the high quality of the built, historic and natural environment.</td>
<td>DM2 DM12 DM17 DM18 DM20</td>
</tr>
<tr>
<td>3 To deliver high quality buildings and neighbourhoods that enhance character, improve people’s sense of safety and security and promote healthier lifestyles.</td>
<td>DM2 DM7 DM19</td>
</tr>
<tr>
<td>4 To reduce people’s reliance on driving, by directing new development to sustainable locations, promoting attractive and convenient alternatives to using the private car and, in so doing, reducing congestion and pollution caused by traffic.</td>
<td>DM3 DM4 DM7 DM11</td>
</tr>
<tr>
<td>5 To promote sustainable lifestyles, and limit the use of natural resources, reducing the need to travel and maximising the use of renewable energy.</td>
<td>DM2 DM3 DM4 DM7 DM11</td>
</tr>
</tbody>
</table>

2. See Core Strategy.
<table>
<thead>
<tr>
<th></th>
<th>To continue to protect the Green Belt, in order to prevent the coalescence of the Borough’s towns and villages and retain the distinctiveness of our local communities.</th>
<th>DM17</th>
<th>DM18</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>To take part in a co-ordinated approach to the management of the Borough’s waterways in a way that protects and enhances their distinct role and character and their biodiversity value,improves water quality, and that minimises their potential to flood.</td>
<td>DM2</td>
<td>DM5</td>
</tr>
<tr>
<td>8</td>
<td>To enhance the distinctiveness and diversity of the landscapes within the Green Belt, and to promote improvements to our network of strategic and local open land and green corridors, balancing the desire to increase access to the open countryside with the need to protect and enhance biodiversity interests.</td>
<td>DM6</td>
<td>DM17</td>
</tr>
<tr>
<td>9</td>
<td>To provide sufficient housing to meet the local target of 3,375 additional units in the most sustainable locations in the urban area.</td>
<td>DM3</td>
<td>DM4</td>
</tr>
<tr>
<td>10</td>
<td>To address inequalities, promote better integration and increase opportunities for people who live in the less affluent areas of the Borough.</td>
<td>DM3</td>
<td>DM4</td>
</tr>
<tr>
<td>11</td>
<td>To supply homes and land that address local housing needs in terms of mix, size, design and tenure.</td>
<td>DM3</td>
<td>DM4</td>
</tr>
<tr>
<td>12</td>
<td>To adopt a viable approach to contribute to increasing the supply of affordable housing as a key priority.</td>
<td>DM3</td>
<td>DM4</td>
</tr>
<tr>
<td>13</td>
<td>To meet the needs of an increasingly ageing population through a variety of measures, including lifetime homes, specialist accommodation and care and support services that respond to their needs.</td>
<td>DM9</td>
<td>DM10</td>
</tr>
<tr>
<td>14</td>
<td>To provide for the identified pitch requirements of Gypsies, Travellers and Travelling Showpeople in sustainable locations supported by good quality facilities.</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>To maintain a thriving economy by providing an adequate supply of land and buildings, in the right places, to support a diverse range of business and commercial activity.</td>
<td>DM3</td>
<td>DM4</td>
</tr>
<tr>
<td>16</td>
<td>To continue to support the Borough’s variety of tourist attractions whilst protecting the amenities of those who live close by and provide an adequate supply of visitor accommodation in appropriate and sustainable locations.</td>
<td>DM2</td>
<td>DM13</td>
</tr>
</tbody>
</table>
17 To support and develop the distinctive roles of our town and village centres, in order that they provide a strong focus for commercial and community development

18 To respond to the social and physical infrastructure needs arising from new development in a way that delivers sustainable growth.

1.17 As the Development Management Plan polices support the Core Strategy Objectives, they will be monitored using the same indicators within the Objective Led Performance Framework. However, in addition to these indicators the Council will add the indicators set out in appendix 6 to ensure more specific monitoring of the Development Management Plan is included in the Council's existing approach to monitoring. Where necessary the Council will also create new indicators and delete obsolete ones to meet changing circumstances, for example to address changes to national policy. Under the provisions of the Localism Act 2011, changes to monitoring requirements have given local planning authorities more scope to decide what is included within their monitoring information. As well as monitoring the outcome of policies individually, the AMR will also assess the effects of policies holistically to assess whether or not they are proving effective at delivering sustainable development. Where any negative effects are identified, remedial action will be suggested.
2 Policies

Overarching approach

DM1 - Presumption in favour of sustainable development

a. When considering development proposals the Council will take a positive approach that reflects the presumption in favour of sustainable development contained in the National Planning Policy Framework. It will always work proactively with applicants jointly to find solutions which mean that proposals can be approved wherever possible, and to secure development that improves the economic, social and environmental conditions in the area.

b. Planning applications that accord with the policies in this Local Plan will be approved without delay, unless material considerations indicate otherwise.

c. Where there are no policies relevant to the application or relevant policies are out of date at the time of making the decision then the Council will grant permission unless material considerations indicate otherwise – taking into account whether:

   i. Any adverse impacts of granting permission would significantly and demonstrably outweigh the benefits, when assessed against the policies in the National Planning Policy Framework taken as a whole; or
   ii. Specific policies in the Framework indicate that development should be restricted.

2.1 As shown in the diagram on Page 3 policies within the different documents which comprise the Local Plan combine to deliver a positive approach in favour of sustainable development. This policy sets out this clear presumption in favour of sustainable development as required by the National Planning Policy Framework and establishes how it will be applied when considering development proposals against

3. For example, those policies relating to sites protected under the Birds and Habitats Directives (see NPPF paragraph 119) and/or designated as Sites of Special Scientific Interest; land designated as Green Belt, Local Green Space, an Area of Outstanding Natural Beauty; designated heritage assets; and locations at risk of flooding.
other Development Management policies on specific issues and those in the Local Plan as a whole. It emphasises the importance of working with applicants, neighbours and other interested parties to find solutions in order to deliver high quality, sustainable development in Elmbridge.

<table>
<thead>
<tr>
<th>Core Strategy links</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CS1 - Spatial Strategy</td>
</tr>
<tr>
<td>Framework paragraphs</td>
<td>14, 15</td>
</tr>
<tr>
<td>Other documents or guidance</td>
<td>n/a</td>
</tr>
</tbody>
</table>
Universal Policies

DM2 - Design and amenity

All new development should achieve high quality design, which demonstrates environmental awareness and contributes to climate change mitigation and adaptation. The Council will permit development proposals that demonstrate that they have taken full account of the following:

a. All development proposals must be based on an understanding of local character including any specific local designations\(^4\) and take account of the natural, built and historic environment. Development proposals will be expected to take account of the relevant character assessment companion guide in the Design and Character SPD.

b. Proposals should preserve or enhance the character of the area, taking account of design guidance detailed in the Design and Character SPD, with particular regard to the following attributes:
   - Appearance
   - Scale
   - Mass
   - Height
   - Levels and topography
   - Prevailing pattern of built development
   - Separation distances to plot boundaries
   - Character of the host building, in the case of extensions\(^5\)

c. Proposals should take account of landform, layout, building orientation, massing and landscape to minimise energy and water consumption\(^6\).

d. Development proposals should create safe and secure environments and reduce opportunities for crime.

e. To protect the amenity of adjoining and potential occupiers and users, development proposals should be designed to offer an appropriate outlook and provide adequate daylight, sunlight and privacy. This is particularly

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4. These include Special Low Density Residential Areas, Thames Policy Area, the Green Belt, open space and heritage assets.
5. Residential extensions should also take account of advice contained within the Home Extensions Companion Guide to the Design & Character SPD.
6. Further advice on sustainable design and construction is set out in the Sustainability chapter of the Design and Character SPD.
important when considering proposals for windows, external staircases, balconies, raised terraces and roof gardens.

2.2 One of the key objectives of the Core Strategy is to protect the unique character of the Borough, and to enhance the high quality of the built, historic and natural environment. This Development Management policy seeks to ensure all new development represents high quality design whether it is a small-scale householder extension or a larger mixed-use scheme. The adopted spatial strategy featured in the Core Strategy directs new development to the urban area with continual protection of the Green Belt. This results in pressure on the Borough’s urban settlements to accommodate new development. With limited land available to build, infilling, conversions and redevelopments must be designed to a high standard in order to protect the character of settlements local people value so highly.

2.3 This policy must be used in conjunction with the Design and Character SPD as it provides the guidance needed to achieve the policy. For example the main documents explains the design process, advising on how to assess character, appraise a site, develop a design concept and design a final scheme for submission. There is a chapter dedicated to sustainability which tackles how applicants can best meet sustainability objectives within their development. Understanding and following the design process featured in the SPD is a fundamental aspect in the delivery of high quality development and will be essential to meeting the policy.

2.4 Understanding character is crucial to the success of a development. The policy requires that applicants take account of character assessment companion guide (part of the Design and Character SPD) as this will ensure the development is in keeping with and enhances the unique character of the Borough. This provides the applicant with the knowledge of the local characteristics featured in every sub area across the 8 urban settlements of Elmbridge. Reference to the Borough’s special low density residential areas are featured in the relevant sub area analysis, which provides the specific design guidance for these local areas.

2.5 Levels of crime are relatively low in Elmbridge, however fear of crime is disproportionately high compared with the actual level of crime. This policy will help to ensure development is designed to prevent crime thus making places safer, which will help to reduce the fear of crime people experience in the Borough.

2.6 This policy covers amenity issues, which should be integral to the design of any development proposal, including changes of use. Specific guidance relating to layout, privacy and amenity is covered in the Design and Character SPD, however this policy will ensure that people’s amenity is not damaged by poorly designed development. Policy relating to development of land located to the rear of existing residential properties can be found at DM10 Housing (d).
2.7 Working at every scale of development, this policy applies to householder proposals including extensions and alterations. However, for more detailed design guidance applicants should use the Home Extensions companion guide, which gives greater detail on achieving high quality home improvements.

2.8 This policy is intended to provide the basis for assessing design and amenity in a universal manner. Development proposals will be expected to take account of other relevant policies that address specific issues including access and parking (with particular reference to policy DM7), flooding, landscape and trees. Given the significant amount of Green Belt within Elmbridge, proposals should take into account the character of any open land adjoining the site. By applying good design principles, development can form an attractive transition, ensuring that more prominent elements of building are located furthest from the Green Belt boundary and ensuring that softer landscape features such as gardens are located closest to it.

<table>
<thead>
<tr>
<th>Core Strategy links</th>
<th>CS17 - Local Character, Density and Design</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>CS26 - Flooding</td>
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<tr>
<td></td>
<td>CS27 - Sustainable Buildings</td>
</tr>
<tr>
<td>Framework paragraphs</td>
<td>56 - 68</td>
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<tr>
<td></td>
<td>93 - 96</td>
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<tr>
<td></td>
<td>99 - 104</td>
</tr>
<tr>
<td>Other documents or guidance</td>
<td>Design &amp; Character SPD including Companion Guides for the Character of Elmbridge, all 8 settlements and Home Extensions.</td>
</tr>
</tbody>
</table>
DM3 - Mixed Uses

a. The Council will encourage a diversity of uses in town and district centres and will resist large, single use buildings unless mixed use development has first been explored and discounted for viability and feasibility reasons.

b. Mixed use development should be appropriate to the character of the area and ensure that the proposed uses are compatible with one another and existing uses nearby.

c. The proposed development site should maximise opportunities for sustainable travel, make use of the range of services and facilities in the area and promote opportunities for contact between different members of the community.

d. New development should achieve high quality design that creates a pleasant yet functional place for people to live and work. It should offer an appropriate standard of accommodation for the types of use proposed, including providing adequate outlook, privacy, ventilation and prevention of nuisance from commercial to residential uses.

e. Access to the building should be clearly defined, secure and integral to the design of the proposal. Where provision is made on site for deliveries and servicing, the scheme should include sufficient space to avoid conflict between vehicles and pedestrians and create a safe environment.

2.9 Mixed use development, often incorporating residential flats, can be an efficient way of using land, especially in town and district centres. This helps the Borough to achieve the aims of the Core Strategy by maximising development opportunities in the urban area, promoting sustainable locations and continuing to preserve the Green Belt. The Framework also recognises that residential development can play an important role in ensuring the vitality of centres and encourages local planning authorities to set out policies that encourage residential development on appropriate sites.

2.10 This policy provides additional detail to support Core Strategy policy CS18 - Town Centre Uses, which includes the promotion of higher density mixed use schemes in town and district centres. It is acknowledged that some uses within the same site or building may be less compatible than others and therefore careful consideration needs to be given to the design, location and access arrangements of mixed use developments so that negative effects, particularly on future residents, can be avoided. However, it also recognises that mixed use development is commonplace in town and
district centres and that the diversity of uses and the character and vitality of the area can be eroded by large, single use buildings.

2.11 The Elmbridge Design & Character SPD contains specific guidance on achieving high quality, high density mixed use schemes in town centres within the Case Studies.

<table>
<thead>
<tr>
<th>Core Strategy links</th>
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<tbody>
<tr>
<td>CS1 - Spatial Strategy</td>
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<tr>
<td>CS2 - Housing Provision, Location and Distribution</td>
</tr>
<tr>
<td>CS3-11 - Settlement Policies</td>
</tr>
<tr>
<td>CS16 - Social and Community Infrastructure</td>
</tr>
<tr>
<td>CS17 - Local Character, Density and Design</td>
</tr>
<tr>
<td>CS18 - Town Centre Uses</td>
</tr>
<tr>
<td>CS23 - Employment Land Provision</td>
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<table>
<thead>
<tr>
<th>Framework paragraphs</th>
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<tbody>
<tr>
<td>17 (9th bullet), 23 (9th bullet), 69 (1st bullet)</td>
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</table>

<table>
<thead>
<tr>
<th>Other documents or guidance</th>
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</thead>
<tbody>
<tr>
<td>Design &amp; Character SPD</td>
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</tbody>
</table>
DM4 - Comprehensive development

a. Comprehensive development that achieves a co-ordinated approach with adjoining sites will be encouraged, especially when it may result in additional benefits to the Borough such as, for example, improved access arrangements, a wider mix of housing, integration of key external natural and biodiversity links through the development site or provision of on-site playspace.

b. Developers and landowners of adjoining sites will be encouraged to work together with each other and key partners to deliver comprehensive development.

c. To avoid piecemeal development, proposals for a site adjacent to another site with development potential should demonstrate that all reasonable attempts to develop the sites comprehensively have been exhausted. Development proposals that fetter the potential for developing an adjoining site will not be supported.

d. In assessing proposals for separate sites in the same and/or public control or ownership that involve sharing and/or transferring uses between the sites, the Council will give careful consideration to balancing the benefits of such development to the Borough as a whole with the aims of sustainability and achieving mixed communities whilst making efficient use of land.

2.12  Piecemeal development can be hard to plan for and ensure that adequate infrastructure is in place to meet the needs of existing and future occupiers. A more advantageous scheme may be able to be delivered if sites come forward in a co-ordinated manner. This may involve ensuring an appropriate access that can serve a larger scheme, the ability to provide a greater mix of housing types and tenures on site, by providing on-site playspace that otherwise would not have been required due to the size of the site or linking external natural and biodiversity features through the development site that would support wider green infrastructure and enhance existing natural assets. Similarly, this policy also aims to prevent proposals that unduly prejudice the development of an adjoining site in future, for example by limiting amenity and outlook.

2.13  There are other documents and evidence bases, such as the Settlement ID Plans and the Strategic Housing and Employment Land Availability Assessment, that are publicly available and identify sites that have been put forward for redevelopment. It may be useful for developers and landowners to consult these documents and liaise
with Planning Services in order to ascertain whether any developments are proposed on neighbouring sites that would benefit from being considered together.

2.14 In a similar way to adjoining sites within different ownership, sites that are not geographically contiguous but are within the same ownership warrant careful consideration and a more strategic approach to their assessment. An applicant may wish to develop a site for a particular purpose but ‘decant’ a use that is beneficial to the Borough onto an alternative site within their ownership or control, such as on-site affordable housing or a social/community facility. In such cases, the Council will be mindful of any additional advantages this approach could bring, over and above those inherent to the independent development of these sites, but also any negative impacts to local communities caused by displacing important uses.

<table>
<thead>
<tr>
<th>Core Strategy links</th>
<th>CS1 - Spatial Strategy</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>CS2 - Housing Provision, Location and Distribution</td>
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<tr>
<td></td>
<td>CS16 - Social and Community Infrastructure</td>
</tr>
<tr>
<td></td>
<td>CS21 - Affordable Housing</td>
</tr>
<tr>
<td>Framework paragraphs</td>
<td>17 (8th, 9th and 11th bullets)</td>
</tr>
<tr>
<td>Other documents or guidance</td>
<td>Settlement ID Plans, SHELAA</td>
</tr>
</tbody>
</table>
a. **Noise, odour and light**

All development that may result in noise or odour emissions or light pollution will be expected to incorporate appropriate attenuation measures to mitigate the effect on existing and future residents. New development located near to existing noise, odour or light generating uses will be expected to demonstrate that the proposal is compatible and will not result in unacceptable living standards, for example through the mitigation measures, the design of the building and its orientation and layout\(^7\).

b. **Floodlighting**

Floodlighting of sports grounds and historic/architectural features will be permitted provided there is no unacceptable harm to biodiversity, intrinsically dark landscapes, such as the Green Belt, or the local character and amenity of the area, taking into account the benefits to and/or impact on:

i. The use and viability of the facility,
ii. Nature conservation and wildlife,
iii. Residential amenities and the wider community, and
iv. Highway safety.

Support will be given to the replacement of existing lighting to minimise its impact and improve energy efficiency. Applicants should consider incorporating mitigation measures to prevent light spillage beyond the focus of the lighting and should limit hours of use to reasonable times.

c. **Air quality**

Within designated Air Quality Management Areas\(^8\), the Council will promote measures to improve air quality and will expect development proposals to avoid introducing additional sources of air pollution. For proposals falling within an Air Quality Management Area and/or where the Council considers that air quality objectives are likely to be prejudiced, applicants will be expected to submit a detailed specialist report which sets out the impact that the proposed development would have upon air quality. Planning permission will not be granted for proposals where there is significant adverse impact upon the status of the Air Quality Management Area or where air quality may have a harmful

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7. See also DM14 - Evening Economy.
8. The current list of AQMAs can be found at [www.elmbridge.gov.uk/envhealth](http://www.elmbridge.gov.uk/envhealth).
effect on the health of future occupiers of the development, taking into account their sensitivity to pollutants, unless the harm can be suitably mitigated.

d. **Water quality**

Development proposals should be designed and/or located to prevent or limit the input of pollutants into water bodies and the groundwater. Sustainable Drainage Systems (SuDS) should be incorporated wherever practical to reduce the discharge of surface water to the sewer network.

e. **Land contamination**

Development affecting contaminated land will be permitted provided that the site is remediated to ensure it is suitable for the proposed use, taking into account the sensitivity of future occupants/users to pollutants, and that remedial decontamination measures are sufficient to prevent harm to living conditions, biodiversity or the buildings themselves. All works, including investigation of the nature of any contamination, should be undertaken without escape of contaminants that could cause risk to health or the environment.

To minimise the impact of development and potential sources of pollution, the Council will seek appropriate conditions attached to planning permissions to secure mitigation measures.

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2.15 One of the Council’s key planning objectives is to focus development in the most sustainable locations, using land efficiently and protecting the Green Belt. However, development in urban locations may have an impact upon or be affected by existing sources of pollution, such as noise, odour, contaminated land and poor air quality. The Sustainability Appraisal, which is carried out for all new policies, promotes sustainable development through better integration of social, environmental and economic considerations into the preparation of planning documents. Baseline information is supplied, which identifies sustainability issues and problems that will inform the policies with the effect of addressing areas of concern.

2.16 The information shows that there are a number of indicators that are not performing well or that are below the target and it is essential that policies are developed that can have a positive benefit on sustainability by ensuring new development does not worsen current trends or improves upon them. For example, some of the Air Quality Management Areas in the Borough are higher than the national annual objective for nitrogen dioxide emissions and are therefore flagged as areas of concern.
2.17 This policy aims to ensure that development in the Borough is sustainable by taking account of sources of pollution that affect the local environment and seeks improvements, such as the remediation of contaminated land, and mitigation measures where necessary. The inclusion of proactive environmental improvements and habitat enhancement and/or creation as part of a development proposal would also serve to improve current diffuse pollution risks to the Borough’s waterways and biodiversity generally so DM21 - Nature conservation and biodiversity will also be relevant.

| Core Strategy links | CS15 - Biodiversity  
|                    | CS25 - Travel and Accessibility |
| Framework paragraphs | 109, 110, 120, 121, 122, 123, 124, 125 |
| Other documents or guidance | Information available from the Environmental Health & Licensing Team at www.elmbridge.gov.uk/envhealth EU Water Framework Directive⁹. |

⁹The specific requirements for tackling water pollution are set out by the EU Water Framework Directive (WFD). Each EU member state has incorporated the WFD requirements into their own national laws. In the UK this has been realised through the Flood and Water Management Act 2010 and additional legislation on drinking water and ground water.
Development proposals should be designed to include an integral scheme of landscape, tree retention, protection and/or planting that:

a. Reflects, conserves or enhances the existing landscape and integrates the development into its surroundings, adding scale, visual interest and amenity,

b. Contributes to biodiversity by conserving existing wildlife habitats, creating new habitats and providing links to the green infrastructure network,

c. Encourages adaptation to climate change, for instance by incorporating Sustainable Drainage Systems (SuDS), providing areas for flood mitigation, green roofs, green walls, tree planting for shade, shelter and cooling and a balance of hard and soft elements,

d. Does not result in loss of, or damage to, trees and hedgerows that are, or are capable of, making a significant contribution to the character or amenity of the area, unless in exceptional circumstances the benefits would outweigh the loss,

e. Adequately protects existing trees including their root systems prior to, during and after the construction process,

f. Would not result in the loss or deterioration of irreplaceable habitats including ancient woodland and ancient or veteran trees, unless in exceptional circumstances the benefits would outweigh the loss, and

g. Includes proposals for the successful implementation, maintenance and management of landscape and tree planting schemes.

To ensure high quality landscape schemes and depending on the scale, nature and location of the development, the Council will seek appropriate conditions attached to planning permissions to secure various improvements. These may include tree retention and protection, the submission and implementation of a landscape or tree-planting scheme, surface materials, screen walls, fences and planting.

**Tree Preservation Orders (TPOs)**

In considering consent for works to trees protected by TPO, the Council will:

i. Assess the amenity value of the tree or woodland and the likely impact of the proposal on the amenity of the area, and
ii. In the light of this assessment consider whether or not the proposal is justified, having regard to the reasons put forward in support of it.

**Trees in conservation areas**

In considering works to trees protected by virtue of their location within a conservation area the Council will assess the amenity value of the tree or woodland and the likely impact of the proposal on the amenity of the area. The Council will then either:

i. Make a TPO if justified in the interests of amenity. The proposal would then have to be the subject of a formal application under the TPO, or

ii. Decide not to make a TPO and allow the six week period to expire, at which point the proposed work may go ahead as long as it is carried out within two years from the date of the notice.

**2.18**

Elmbridge has a variety of landscapes, which contribute to its local character and distinctiveness and are highly valued by local residents. These form part of the essential green infrastructure, such as open spaces, woodland, farmland, gardens and blue infrastructure such as rivers, lakes and reservoirs. Much of this falls within the Green Belt and has other designations such as habitats and historic landscapes of local, national and international importance. A number of these are covered by other Local Plan policies on open space and views, Green Belt, nature conservation, rivers and heritage.

**2.19**

Although described as relatively urban, Elmbridge’s towns, villages and residential areas contain a wealth of green landscapes including tree-lined roads, verges, greens, parks, playing fields and private gardens. These have important environmental and biodiversity value as well as playing an essential role in the landscape character of the area\(^{10}\).

**2.20**

This policy seeks to ensure that developers consider the local landscape at the outset of the development design process and make sure this is reflected in their landscape proposals. It should be read in conjunction with DM2, which covers Design and Amenity. Depending on the scale, nature and location of the development a thorough survey, appraisal and analysis of the site and its surroundings will usually be essential. Consideration should be given to the retention of existing trees, hedgerows and other features, new planting, boundary treatments and the hard and soft elements. The presence of trees within or adjacent to the development site will require supporting arboricultural information prepared by a person who has, through relevant education,

\(^{10}\)See the Design & Character SPD Companion Guide: The Character of Elmbridge.
training and experience, gained expertise in the field of trees in relation to construction. This information will provide the basis for evaluation. Planting schemes should use native species and/or those native to the area and not rely on the use of fast growing coniferous or evergreen hedges for screening purposes.

2.21 There are a number of useful documents including the landscape design section in the Design and Character SPD and the Thames Landscape Strategy, plus it is the Council's intention to produce a future Tree and Landscape Strategy and Flood Risk SPD. These together with other specialist information will be used by the Council to assess landscape and tree planting schemes.

2.22 Trees make an important contribution to the character and appearance of the Borough. Trees which are healthy and are of high amenity value can be protected by the making of a Tree Preservation Order (TPO) under the Town and Country Planning Act 1990. Tree Preservation Orders can help to protect trees from inappropriate treatment and prevent their removal, as permission must first be sought from the Council to carry out most types of tree surgery. Appropriate protection of TPO trees and those identified for retention will be expected in line with good practice during construction of a development.

| Core Strategy links | CS1 - Spatial Strategy  
CS12 - The River Thames Corridor and its Tributaries  
CS14 - Green Infrastructure  
CS15 - Biodiversity  
CS17 - Local Character, Density and Design |
| Framework paragraphs | 58, 61, 114, 118, 156, 170, 206 |
| Other documents or guidance | Design and Character SPD 'Landscape Design' Thames Landscape Strategy |
DM7 - Access and parking

a. Access

i. The layout and siting of accesses should be acceptable in terms of amenity, capacity, safety, pollution, noise and visual impact.

ii. Access to and from the highway should be safe and convenient for pedestrians, cyclists and motorists.

iii. Provisions for loading, unloading and the turning of service vehicles are expected to be designed into the scheme ensuring highway and pedestrian safety.

iv. The proposal should minimise the impact of vehicle and traffic nuisance, particularly in residential areas and other sensitive areas.

b. Parking

i. The proposed parking provision should be appropriate to the development and not result in an increase in on-street parking stress that would be detrimental to the amenities of local residents. In such instances, a minimum provision of one space per residential unit will be required.\[11\]

ii. Garaging, cycle stores and car parking designs should be integrated into the scheme and respect the character of the area.

iii. Hardstanding should be designed and constructed with permeable (or porous) surfacing. Impermeable paving should be limited and the use of soft landscape maximised.

iv. Provision of car, cycle and disabled parking should accord with the Elmbridge Parking Standards at Appendix 1.

c. Public car parks

i. Public off street parking will continue to be provided where it supports the economic or recreational use of the immediate area and provides dual use allowing parking for residents and shoppers/employees, particularly in town centres.

ii. New park and ride proposals will be assessed against their impact on highway capacity, traffic congestion, amenity of local residents and

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11. An individual assessment will be made on the minimum level of parking to be provided for non-residential development in areas of on-street parking stress.
The Council will encourage the improvement and retention of station car parking unless the existing provision exceeds the need or the redevelopment would re-provide sufficient lost spaces.

iv. The cumulative impact of changes to station car park provision will be considered in terms of the possible knock on effect with regard to the impact on number and length of car journeys, increased demand on another train station or impact on traffic safety, congestion or residential amenity in surrounding streets.

2.23 One of the objectives of the Core Strategy is to reduce people’s reliance on driving, by directing new development to sustainable locations, promoting attractive and convenient alternatives, including public transport, and in doing so reducing congestion and pollution caused by traffic. Policy CS25 - Travel and Accessibility sets out the overarching policy for sustainable travel and accessibility for the Borough and deals with issues such as submitting transport assessments, improving transport infrastructure and the environmental impact of transport.

2.24 It is recognised that car ownership in Elmbridge is high. The 2011 census shows that 88% of the Borough’s households have access to a private car or van, while 46% own two or more private vehicles. The accessibility of the A3 and M25 to many of the region’s strategic locations makes driving a key transport mode in the Borough. In addition to the high level of car use, public transport is limited in some settlement areas, although there are a number of regularly used bus services that operate in the settlements to the north of the Borough such as Claygate, Molesey and the Dittons. As many of the Borough’s residents commute to London, train stations are well used but often located away from the town or district centres, resulting in people driving to the stations.

2.25 The high trip rate of the Borough’s residents to work, train stations and local services result in congestion on the roads and emissions that adversely affect air quality. The Core Strategy aims to minimise the effect of trips by encouraging new development in accessible locations, encouraging use of sustainable transport modes and applying maximum parking standards, including consideration of zero parking for certain town centre developments. However, in many instances zero parking will not be acceptable and this is often the case in areas where on-street parking stress is a particular problem and there is no suitable alternative provision. In such cases, the Council will require one parking space per residential unit for new developments in order to ensure that the existing pressure to park on nearby roads is not exacerbated. Factors to take into account when considering whether an area experiences on-street

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Designations may include Green Belt, open space, sites of biodiversity importance, conservation areas and flood zones. Policies covering these designations will also need to be satisfied.
parking stress will be the levels of parking on nearby roads, the availability of spaces in public car parks and whether there are any particular pressures caused by existing uses or developments in the area. The level of parking that should be provided on non-residential developments in areas of parking stress will be individually assessed, taking into account the availability of other parking and travel options for shoppers, workers and visitors in that location. The onus will be on the applicant to demonstrate why zero parking is appropriate in a given location. This Development Management policy supports the aims of the Core Strategy by providing detailed parking standards that are also based on maximums and ensuring that proposals affecting public car parks are carefully considered in terms of the wider impact on the Borough.

2.26 Accessibility is an important factor to a development proposal and this policy ensures that various environmental and highway safety issues have been addressed. In order to improve air quality and mitigate pollution from vehicles, the council will expect development proposals to comply with criteria a) and c) in policy DM5 - Pollution. It is important to note that the design and layout of access should be designed at the outset of the proposal, as this will determine the layout of the rest of the development. The site must be accessible to a range of users including those with disabilities and people using pushchairs.

2.27 The design of parking areas, turning points and garaging is key to the success of the development and can have a positive impact on the area if designed well. The use of soft landscape and permeable surfacing can have positive environmental implications preventing flooding and drainage issues from occurring. All of these elements will be assessed by the Council to ensure an environmentally sustainable development.

2.28 As well as considering these elements, the Council will also refer to the Design and Character SPD that provides guidance on parking and vehicular access within the Layout chapter. It covers landscape design, the storage of cars and bicycles and incorporates designing out crime. The case studies also provide possible solutions to incorporating safe access and accommodating parking within a development.

2.29 The policy states that development will be approved if it accords with the Elmbridge Parking Standards. These are outlined at Appendix 1 and are broadly in line with the 2004 parking standards. However the Framework advises that local planning authorities should take into account the accessibility of the development when setting local standards. As well as doing this, Appendix 1 refers to the Surrey Vehicular and Cycle Parking Guidance, in order to provide a guide on accommodating electric charging points and minimum cycle parking in order to promote more sustainable methods of transport across the Borough.

2.30 There are 28 Council owned car parks in the Borough, which are located close to the town and village centres and have ‘Park Mark’ safety awards. These allow people to access local shops and contribute to the local economy. There are also a number of Council owned car parks that are located close to sports clubs and or open spaces. A
Parking Plan commissioned by the Council’s Environmental Care Team provides an assessment of the use of all these car parks, many of which are in high demand. Only in instances of significant under-use will alternative uses be considered in line with the Core Strategy and National policy.

2.31 Although the introduction of park and ride schemes could help provide local people and visitors accessibility to a number of key events and locations in and on the borders of the Borough, the location of these will have to be assessed carefully so not to cause traffic congestion, noise pollution or disturbance to residential area.

2.32 Many people living in Elmbridge commute to London using the train stations across the Borough. Located away from the majority of town and village centres and some residential areas, station car parks are essential to their daily journeys to and from work. This policy seeks to ensure that these car parks are retained where necessary and that the impact of any change in parking provision is assessed strategically across the Borough.

<table>
<thead>
<tr>
<th>Core Strategy links</th>
<th>CS25 - Travel and Accessibility</th>
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<tbody>
<tr>
<td>Framework paragraphs</td>
<td>32 – 40</td>
</tr>
<tr>
<td>Other documents or guidance</td>
<td>Manual for Streets 2007 &amp; 2010</td>
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<td>Design and Character SPD</td>
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DM8 - Refuse, recycling and external plant

Appropriate waste and recycling facilities must be provided on all new developments, including changes of use. Proposals will be acceptable provided that:

a. The location and design of bin storage, waste facilities and any proposed external plant, such as air conditioning units and extract flues, have been considered at the outset and are integral to the development,

b. The design and siting of bin storage and external plant respect the visual amenities of the host building and the area, and

c. Storage points for refuse and recycling are accessible for collection vehicles as well as regular users.

2.33 New development, whether residential or commercial, conversion or change of use, will produce waste from its users. In order to encourage recycling and reduce waste as one of the Core Strategy’s Objectives (5), it is important that new development incorporates adequate waste facilities and storage points.

2.34 These facilities and storage points must be considered at the outset of a design proposal and not added on at the end of the design process. Establishing the number and dimensions of the bins required for the proposal is key to ensuring an integrated and successful bin storage solution. Poorly designed bin stores added as an ‘afterthought’ to the scheme often have a negative impact on the streetscene. The same applies to external plant, which includes air conditioning units, extract systems, flues and ducts, which usually require sensitive siting, especially on existing buildings.

2.35 The policy seeks to ensure bin storage and plant is sited and designed carefully in order to prevent any negative effects on amenity and the street scene. It is also vital that refuse and recycling facilities are easily accessible for regular users and collection vehicles.

2.36 The Council’s Environmental Care Team has produced ‘Guidance on the storage and collection of household waste’ which provides detailed advice on the dimensions of wheelie bins, the design of storage areas and access requirements. Tailored designs will be required for flatted development and commercial development.
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<th>Core Strategy links</th>
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<tbody>
<tr>
<td>Framework paragraphs</td>
<td>n/a</td>
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</table>
| Other documents or guidance | Design & Character SPD  
Guidance on the storage and collection of household waste (Environmental Care Team) |
Making Places

DM9 - Social and community facilities

a. New development for social and community facilities\textsuperscript{13} will be encouraged provided that:

i. It meets identified local need,
ii. The site is in a sustainable location that is safe and accessible to the local community,
iii. It will accord with the character and amenity of the area, particularly in residential areas,
iv. It achieves a high quality design that allows for flexible use and provides inclusive access for all, and
v. The level of parking provision and the effects on traffic movement and highway safety are acceptable\textsuperscript{14}.

b. The Council will support mixed-use, shared, flexible and adaptable buildings and spaces that meet the needs of the community, subject to the above provisions, and will encourage collaboration between service providers, the community and key partners.

2.37 The Council recognises the important role that social and community infrastructure has in supporting the needs of people who live or work in the Borough and the additional pressure as the population grows and development takes place. The strategic approach to social and community infrastructure, including its loss, is set out in Policy CS16 of the Core Strategy.

2.38 Local communities are very protective of existing uses but are also open to considering more flexible approaches to providing facilities in existing or new buildings and spaces to make the most efficient use of sites in sustainable locations. This approach is supported in National policy, which promotes local authorities creating a shared vision with communities of the facilities they wish to see. Opportunities may arise in the future which can deliver improvements and enhancements to existing community buildings by managing assets in a more integrated manner.

\textsuperscript{13}Social and community facilities include those listed in Core Strategy policy CS16 (schools, further and higher education facilities, health centres, GP surgeries, dentists, child care premises, care homes, libraries, community halls, day centres, children centres, indoor and outdoor recreation and sports facilities, theatres, cinemas and museums, and any other facility owned by a publicly funded body to provide front line services) and those additional facilities referred to in Paragraph 70 of the National Planning Policy Framework (local shops, meeting places, cultural buildings, public houses and places of worship).

\textsuperscript{14}Parking provision and access should accord with policy DM7 - Access and Parking.
2.39 Providing facilities in sustainable locations that are accessible to local communities reduces reliance on the private car and encourages healthier methods of travelling. Due to the cost of land in Elmbridge, new development may come forward in the form of extensions and changes of use to existing building that may be substandard or inappropriate in their current form rather than purpose-built structures. Therefore, the design of the building or space will be highly important, so as to integrate with the character of the area and existing infrastructure, whilst supporting dual or multiple uses. The Design & Character SPD offers guidance on all types of development and how it can respect the local character within each sub-area. The case studies on mixed-use development will also be useful in town and village centre locations and DM3 - Mixed Uses will also be relevant.

2.40 Communities will have more say in the creation of new facilities as part of the Settlement ID Plan allocations and by having input into how funds from the Community Infrastructure Levy are spent. In facilitating the development of social and community uses that are important to local people, the policy aims to promote inclusive and sustainable neighbourhoods and encourage the range of organisations that provide them to work together with each other, the Council and the community.

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<thead>
<tr>
<th>Core Strategy links</th>
<th>CS16 - Social and Community Infrastructure</th>
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<tbody>
<tr>
<td>Framework paragraphs</td>
<td>28, 69, 70, 71, 72, 73, 74</td>
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<tr>
<td>Other documents or guidance</td>
<td>Settlement ID Plans, Design &amp; Character SPD</td>
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DM10 - Housing

a. Housing mix

Housing development on sites of 0.3 hectares or more should promote house types and sizes that make most efficient use of land and meet the most up to date measure of local housing need, whilst reflecting the character of the area.

b. Loss of housing

In accordance with CS2 of the Core Strategy, development that results in a net loss of housing units will be resisted unless it can be demonstrated that it would result in benefits that would outweigh the harm. Consideration will be given to the type and quality of accommodation that will be lost; the contribution it makes to the range of housing in the Borough including low cost housing that supports local businesses, for example Houses in Multiple Occupation and accommodation above shops; and the importance of the new use to the community.

c. Living standards

Proposals for new housing development or the conversion of larger dwellings into smaller units will be expected to offer an appropriate standard of living, internally and externally. Minimum space standards will be applied to all new housing development (including conversions) in line with the table below unless these are superseded by nationally applicable standards, in which case, the nationally described space standards will apply\textsuperscript{15}. Where developments come forward that are smaller than the space standards but offer purpose built, innovative and unique accommodation to address a specific need the Council will consider such proposals on their merits.

Residential accommodation should offer residents an appropriate level of light, outlook (particularly when the accommodation is lit solely by rooflights) and amenity, including gardens or outdoor space, commensurate with the type and location of housing proposed.

d. Development on garden land

Housing development on garden land and/or to the rear or side of existing residential property will be appropriate provided that:

\textsuperscript{15} The Space Standards set out a minimum requirement of provision for C3 use class properties only. These are intended to be a minimum standard which developers should exceed where possible. The intended number of occupants should be indicated on the planning application form.
i. The scheme as a whole has been well designed to respect the character of the area,

ii. The relationship between buildings within and outside the site ensures that privacy and amenity of existing and future residents are preserved,

iii. The means of access is appropriate in size and design to accommodate vehicles and pedestrians safely and to prevent harm to the amenities of adjoining residents, and

iv. A high standard of landscape is incorporated into the design.

e. Ancillary accommodation

Ancillary residential extensions, including ‘granny annexes’ and staff accommodation, should be subservient to the main dwelling. Freestanding units that can demonstrate they are genuinely ancillary to the occupation of the main house will be considered in light of the character and amenities of the area and may be subject to conditions restricting their occupancy.

Minimum Space Standards

<table>
<thead>
<tr>
<th>Dwelling type</th>
<th>Dwellings type bed (b)/ persons-bedspaces (p)</th>
<th>Gross Internal Area (GIA) Sqm</th>
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<tbody>
<tr>
<td>Flats</td>
<td>1p</td>
<td>37</td>
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<tr>
<td></td>
<td>1b2p</td>
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<td>2 Storey Houses</td>
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<tr>
<td>3 Storey Houses</td>
<td>3b5p</td>
<td>102</td>
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2.41 Proposals for new housing should be in accordance with Policy CS19 - Housing Type and Size of the Core Strategy in order to ensure that a mix of housing is achieved across the Borough to meet identified need. It is acknowledged that achieving this mix may conflict with market forces in the Borough and that viability will also be a determining factor. As such, whilst CS19 applies to all new residential development, the above policy will have specific regard to sites over 0.3 hectares (i.e. those that will be expected to accommodate more than 10 units on the basis of a minimum density of 30 dwellings per hectare)\(^{16}\). This will enable greater scrutiny of larger schemes that may have capacity to achieve a broader mix than smaller sites, in order to address any imbalance in meeting local need.

2.42 Resisting the loss of residential units is a key factor in maintaining the Borough’s housing supply, in order to deliver new homes within the urban area and prevent pressure on the Green Belt, in accordance with the Core Strategy. Given the cost of home ownership and rental in Elmbridge, certain types of accommodation such as flats above shops and Houses in Multiple Occupation (HMOs) have an important role in providing relatively low-cost housing for people who often work nearby or even in the same building, which can be regarded as a highly sustainable way of life. This can ease the pressure on ‘formal’ affordable housing provision and supports local shops, restaurants and businesses. Whilst the Council is not promoting the creation of additional HMOs, it will resist their loss. There are currently more than ten licensed HMOs in the Borough, which are occupied by more than six persons who form more than one household. Planning permission is not required for a change of use from a dwelling (Class C3 of the Use Classes Order\(^{17}\)) to small scale houses in multiple occupation with three to six occupants (now Class C4), nor to change back again to Class C3\(^{18}\). This means that the Council does not have, nor seeks to have\(^{19}\) planning control over such development but through this policy the development of larger HMOs can be managed to ensure that residential accommodation is not lost through their change of use or replacement with fewer units, unless there are overriding factors that support the proposal. Alongside this, the Council’s Housing Services Team will continue to seek to regulate HMOs through the licensing regime to ensure they are effectively managed and maintained.

2.43 The Core Strategy aims to promote housing schemes in the urban area in the most sustainable locations. This means making efficient use of land, increasing densities where local character allows and maximising opportunities in town centres.

\(^{16}\)The Government define major development as that consisting of 10 or more residential units. See Statutory Instrument SI 2010/2184.


\(^{18}\)The Town and Country Planning (General Permitted Development) (Amendment) (No.2) (England) Order 2010.

\(^{19}\)By using an Article 4 direction under the Town and Country (General Permitted Development) Order to remove permitted development rights.
Without careful planning, this can have the result of reducing the quality of accommodation in designing viable, high density schemes. Residential schemes that do not achieve acceptable living standards are often symptomatic of overdevelopment, poor design, an inappropriate location for housing or a combination of these.

2.44 Following a Housing Standards Review, the Government has stated its intention, subject to legislation, to introduce a national internal space standard for dwellings. The Government’s aim is to make it easier to bring forward much needed new housing, whilst improving quality and safeguarding environmental protections and access for disabled people. The national internal space standard is intended to be referenced in planning policies, where justified by need and subject to viability. Within the Borough, there have been concerns that some developments have been proposed that are not large enough to offer the future occupant(s) a decent standard of accommodation or to provide lifetime homes in accordance with Core Strategy policies CS17 - Local Character, Density and Design and CS20 - Older People, in order to meet Objective 13.

2.45 Particularly when the housing market is buoyant, the Borough can experience pressure on even the smallest of sites for residential units, such as the conversion of storerooms behind or above retail premises or the subdivision of larger units to form smaller flats or bedsits. Although the creation of smaller units is often welcomed, there is also a responsibility to ensure that such housing is not excessively small to result in a poor standard of accommodation for occupants. All proposals for residential development will be considered in the light of Policy DM10c and the internal space standards set out in the table alongside it. The standards are consistent with those used as Elmbridge’s minimum floorspace requirements for affordable housing (see the Developer Contributions SPD). The standards in the table, which are generally similar to those set out in the Government’s consultation (Housing Standards Review - Technical Consultation, September 2014), will be applied until new nationally described space standards come into force. When and if such a national space standard comes into force, it will supersede those set out in the table. The Council is also aware of companies and organisations specialising in the provision of innovative, well designed residential units which would not be compliant with the space standards. Whilst such units are smaller than ideally would be required, it is acknowledged that such products are designed to offer high quality living spaces to meet specific needs and demands.

2.46 Similarly, the Council will also look at the quality of individual units to ensure that each has appropriate levels of amenity for future residents. Whilst the expectations for living in a town centre flat, for example, should reflect those of an urban environment with all the benefits it can bring, the standard should not fall below reasonable levels.

2.47 The Framework states that it is for Local Authorities to consider the case for setting out policies that resist inappropriate development of residential gardens. In
Elmbridge, ‘backland’ development has made a meaningful contribution to the supply of housing as an efficient use of land, particularly large and underused gardens, and in some locations has become established as characteristic of the area. As such, the Council is not seeking to resist all development of residential gardens. However, housing development of this type needs very careful consideration and benefits from early engagement with all interested partners to develop a scheme that is sensitive to the constraints such sites will have in order to preserve the character of the area and the amenities of neighbouring residents. Proposals in the Green Belt would also need to take account of DM17 and DM18 to establish at the outset whether the housing development is ‘appropriate’ in principle.

2.48 The Council is mindful that housing development needs to respond flexibly to the changing needs of families by accommodating additional relatives or staff. The policy on ancillary accommodation aims to meet such needs whilst recognising that separate buildings within the curtilage of larger dwellings can have a negative impact on the character of the area and may not have suitable amenity space or access arrangements to be used as an independent house. Conditions may therefore be appropriate in order to set the parameters for the occupation of the extension or buildings and to retain control where appropriate. Proposals for ancillary accommodation within the Green Belt would also be considered against Policy DM18.

| Core Strategy links | CS1 - Spatial Strategy  
| CS2 - Housing Provision, Location, and Distribution  
| CS311- Settlement Policies  
| CS17 - Local Character, Density and Design  
| CS19 - Housing Type and Size  
| CS20 - Older People  
| CS21 - Affordable Housing  
| CS25 - Travel and Accessibility  
| CS27 - Sustainable Buildings  |
| Framework paragraphs | 47, 49, 50, 53, 54, 55 |
| Other documents or guidance | Design and Character SPD  
| Developer Contributions SPD |

N.B. General design and amenity policy for residential development is contained in DM2 Design & Amenity. Other guidance, including on garden sizes, is contained within the Design & Character SPD.
DM11 - Employment

a. Encouragement will be given to employment development that has a positive impact on the local area and supports:

i. Sustainable economic growth,
ii. Existing business sectors, whether expanding or contracting,
iii. Knowledge driven, creative or high technology industries, and
iv. The vitality and viability of town, district and local centres.

b. When considering the loss of non-strategic employment sites, the Council will take into account the wider benefits to the community, as well as the current and future demand for the existing use and the local need for the proposed use, based on an individual assessment. Applicants will be expected to demonstrate that the site has been marketed unsuccessfully for employment purposes for an appropriate period of time at a reasonable market rate. The benefit to the community should be proportionate to the loss of the use and the contribution it would make to achieving Core Strategy objectives.

c. Flexible working will be encouraged through the provision of purpose-built live/work units where they achieve a high standard of internal and external design and are compatible with the character of the surrounding area. Such units must ensure that an appropriate residential environment is provided and that each use does not compromise the other.

d. Proposals for working from a dwelling, which require planning permission as a material change of use, will be supported provided that the use:

i. Remains linked to the residential use and does not operate as a separate commercial unit,
ii. Will not have a significant adverse effect on residential amenity, and
iii. Has an acceptable impact on the highway, taking account of whether the site can accommodate associated parking and vehicle movements without unreasonable disturbance to neighbouring dwellings.

In order to facilitate economic growth, conditions will be used where necessary to provide solutions to individual circumstances, such as to manage the size, times and frequency of deliveries, limit the approval to a temporary permission

22. A reasonable market rate will be dependent on the age, condition and location of the premises.
and/or grant a permission personal to the occupier of the dwelling and the operator of the business.

2.49 The Council is committed to delivering growth in the Borough and the Core Strategy is a key tool that plans positively to accommodate employment growth, promote efficient use of land in the urban area and support vibrant town, district and local centres, whilst taking account of their respective roles. This Development Management policy provides additional detail and criteria for managing and assessing development proposals in order to facilitate sustainable economic growth and to reinforce the national policy objectives in the Framework. A key element of this policy is to provide and support flexibility for employment uses and between these uses and others, in order to respond to changes in the market. However, it is important that any new use of an employment site is also in an appropriate and sustainable location, for example by ensuring that retail development, whilst serving an employment function as a provider of jobs, is focused in town centres. The Settlement ID Plans will explore opportunities for designating further primary and secondary shopping frontages, such as in local centres where their retail function in particular settlements may warrant greater protection.

2.50 Elmbridge experiences relatively low unemployment levels\textsuperscript{23}, with many Elmbridge residents commuting out of the Borough to London or other areas for work. Significant numbers of people commute into the Borough to work because of the high cost of home ownership in Elmbridge. There is currently a relatively high vacancy rate within certain types of employment sites, such as offices\textsuperscript{24}, and there is evidence of changing markets for office buildings in terms of size and location. Demand for general industrial use buildings (B2) is also expected to decline. These changing markets warrant a flexible approach, which links to the review of Strategic Employment Land as part of the Settlement ID Plans. Policy CS23 - Employment Land Provision allows for the redevelopment of sites not designated as Strategic Employment Land where a new use may offer wider benefits to the community. Such benefits might include the provision of residential accommodation in a sustainable location, particularly where local accommodation needs can be met, such as affordable housing or a site for Gypsies and Travellers, or the provision of a community facility serving a local need. There may also be visual benefits to bringing a vacant, maybe derelict building back into use. Inherent to considering whether a new purpose would be beneficial to the community is assessing the demand for the existing employment use and using evidence of current market trends, such as the latest Employment Land Review and the applicant’s own attempts to market the site for employment purposes, usually for a period of no less than 12 months but in some instances a longer period may be required.

\textsuperscript{23}Source: Census 2011.
\textsuperscript{24}Elmbridge Employment Land Review - www.elmbridge.gov.uk/planning/policy.
2.51 The Council encourages flexible working practices, recognising the social and economic benefits of working from home and the significant number of people who are self-employed and/or work from home currently or wish to do so in future. Advancements in technology mean that there is more scope for residents to work from home, either within a purpose built live-work unit or by utilising an area within an existing dwelling. By supporting small-scale economic activity and an entrepreneurial culture, there is potential for some of these businesses to expand and eventually take up conventional, larger business premises and contribute to the growth of the economy. Planning permission often is not required to work from home but where the level of activity alters the character of the property as a residential dwelling, a material change of use will have occurred. This policy provides criteria for assessing whether such use would be appropriate on a case-by-case basis, taking into account the impact on wider amenity.

| Core Strategy links          | CS1 - Spatial Strategy  
|                             | CS18 - Town Centre Uses  
|                             | CS23 - Employment Land Provision  
| Framework paragraphs        | 18, 19, 20, 21, 22  
| Other documents or guidance  | Employment Land Review, Town Centre Audit  

25. Source: Experian ©.
DM12 - Heritage

Planning permission will be granted for developments that protect, conserve and enhance the Borough’s historic environment. This includes the following heritage assets:

- Listed Buildings and their settings
- Conservation Areas and their settings
- Parks and Gardens of Special Historic Interest and their settings
- Scheduled Monuments and their settings
- Areas of High Archaeological Potential and County Sites of Archaeological Importance (CSAIs)
- Locally Listed Buildings and other identified or potential assets (including non-designated locally significant assets identified in the local lists compiled by the Council).

a. Listed Buildings

i. The Council will encourage appropriate development to maintain and restore Listed Buildings, particularly those identified as being most at risk.

ii. Development to, or within the curtilage or vicinity of, a listed building or structure should preserve or enhance its setting and any features of special architectural or historical interest which it possesses.

iii. A change of use of part, or the whole, of a Listed Building will be approved provided that its setting, character and features of special architectural or historic interest would be preserved or enhanced. Consideration will also be given to the long-term preservation that might be secured through a more viable use.

iv. Development which would cause substantial harm to or loss of a listed building (including curtilage buildings), such as total or partial demolition, will be permitted only in exceptional circumstances. In such cases, consideration will be given to the asset’s significance. Applicants will need to clearly demonstrate that either:

1. There are substantial public benefits outweighing any harm or loss; or

2. All of the following apply:

   - the nature of the listed building prevents all reasonable use of the site;

26. These are listed in Appendix 2. Conservation Areas, Parks and Gardens of Special Historic Interest, Scheduled Ancient Monuments and Areas of High Archaeological Potential are shown on the Policies Map.

27. In the case of grade I and II* listed building any development resulting in substantial harm will be wholly exceptional. In the case of all listed buildings, where the harm would be less than substantial, it will be weighed against the public benefits of the proposal, including securing its optimum viable use.
no viable use of the listed building can be found in the medium term through appropriate marketing that will enable its conservation:

- it can be demonstrated that charitable or public funding/ownership is not available to enable its conservation;
- any harm or loss is outweighed by the benefit of bringing the site back into use.

b. Conservation Areas

i. Proposals for all new development, including alterations and extensions to buildings, their re-use and the incorporation of energy efficiency and renewable energy technologies, must have a sensitive and appropriate response to context and good attention to detail.

ii. Development within or affecting the setting of a conservation area, including views in or out, should preserve or enhance the character and appearance of the area, taking account of the streetscape, plot and frontage sizes, materials and relationships between existing buildings and spaces.

iii. Open spaces, trees and other hard and soft landscape features important to the character or appearance of the area should be retained or be in keeping with the character of the area28.

iv. Proposals to demolish buildings and/or structures will be assessed against their contribution to the significance of the conservation area as a heritage asset. Where substantial harm would be caused to a conservation area’s significance, the proposal will be resisted unless exceptional circumstances, including substantial public benefits outweighing any harm to the conservation area, can be demonstrated. Where the harm would be less than substantial, it will be weighed against any public benefits of the proposal, including securing optimum viable use of the heritage asset and whether it would enhance or better reveal the significance of the conservation area.

c. Parks and Gardens of Special Historic Interest

i. Parks and gardens identified as being of special historic interest, including landscape features and buildings, and their setting, will be protected and their sensitive restoration encouraged.

ii. Any proposed development within or conspicuous from a historic park or garden will be permitted provided that it does not detract from the asset.

d. Scheduled Monuments and County Sites of Archaeological Interest (CSAIs)

28 More detailed guidance can be found in the Conservation Area Character Appraisal and Management Plan for the relevant area.
i. Development that adversely affects the physical survival, setting or overall heritage significance of any element of a Scheduled Monument or CSAI will be resisted.

ii. Any new development should be sensitive to these criteria and positively act to enhance the monument or CSAI overall and ensure its continued survival.

e. Areas of High Archaeological Potential

i. Proposals for development should take account of the likelihood of heritage assets with archaeological significance being present on the site, provide for positive measures to assess the significance of any such assets, and enhance understanding of their value.

f. Locally Listed Buildings and other non-designated heritage assets

i. The Council will seek to retain these, where possible, and will assess proposals which would directly or indirectly impact on them in the light of their significance and the degree of harm or loss, if any, which would be caused.

2.52 The Framework identifies protecting and enhancing our natural, built and historic environment as a key role for the planning system in achieving sustainable development. It recognises that heritage assets are an irreplaceable resource and that they should be conserved in a manner appropriate to their significance. Elmbridge has a rich historic environment that has evolved around historic estates, towns and villages and this helps to create the Borough’s local character and distinctiveness.

2.53 In accordance with the Borough’s spatial strategy, development will be located in the urban area, which includes many of the historic towns and villages throughout Elmbridge. It is therefore important that development has a positive impact on the historic environment and that all new development affecting a heritage asset conserves or enhances the character and appearance of the area. Proposed advertisements on historic buildings and/or within a conservation area, shopfront replacements and alterations and associated signage are covered in policy DM15 - Advertisements, shopfronts and signage.

2.54 This policy aims to ensure that applicants understand that new development needs to respond to local character and history and integrate into the natural, built and historic environment. It encourages high quality development that reflects the identity of local surroundings and materials, while not preventing appropriate innovation.

29 For the purposes of this policy the Council considers an Area of High Archaeological Potential to comprise either an area specifically identified on the policies map as such, or outside of these areas, any major development area of 0.4ha or greater.
Applicants should make attempts to engage with the local community and consult with local heritage and conservation groups, which may be able to offer valuable local insight and knowledge. Environmental improvements and adaptation to climate change should be encouraged but sensitive design and siting is required to prevent any undue harm to the historic asset. Additionally some change of use and conversion applications can bring a heritage asset back to life and enhance its vitality, appearance and setting.

2.55 A list of the Borough's heritage assets is included in Appendix 2, however these are likely to change during the life of the Plan. New heritage assets can be identified and scheduled or the historic significance of existing assets can be reassessed and downgraded. Areas of High Archaeological Potential (AHAPs) could also be subject to change as sites in the Borough are excavated prior to development and their potential can then be reassessed depending on the findings of archaeological survey work. Surrey County Council plans to review existing AHAPs in future.

2.56 Produced in partnership with the local community, development proposals should take full account of the Council’s Conservation Area Character Appraisals and Management Plans for the relevant area. The Council will use these to encourage appropriate development and manage change. The Design and Character Supplementary Planning Document 2012 also provides character assessments for each settlement including key design guidelines and should be used in association with more specialist heritage advice and information. It is the Council’s intention to produce a future Heritage Strategy, which will set out in more detail how the historic environment will be conserved and enhanced in the Borough.

| Core Strategy links | CS1 - Spatial Strategy  
|                      | CS17 - Local Character, Density and Design  
|                      | Threaded through CS3-CS11 |
| Framework paragraphs | 126-141 |
| Other documents or guidance | PPS5 Guidance (or subsequent amended version), English Heritage 'The Setting of Heritage Assets' |
Development proposals and uses will be considered acceptable provided they:

a. Sympathetically reflect their riverside location and respect the riverside outlook and orientation, protecting and enhancing the individuality and character of the river and its landscape in accordance with the Thames Landscape Strategy, including views and vistas. This is particularly relevant to development proposals that are within or conspicuous from the Thames Policy Area or fall within or adjacent to conservation areas. In all riverside locations, it will be appropriate for a strip of land to be retained free of development to maintain the open character of the riverside as well as providing important maintenance space and public access, where present, in the interests of biodiversity and alleviating flood risk,

b. Demonstrate the retention, restoration, improvement to or introduction of river-related uses which make a contribution to its special character,

c. Protect, conserve and actively enhance the landscape and biodiversity of the river and do not adversely affect water or ecological quality in the area in accordance with the Water Framework Directive\(^\text{30}\),

d. Protect and promote the history and heritage of the river, including landscape features, historic buildings, important structures and archaeological resources associated with the river and incorporates existing features,

e. Support opportunities to improve provision for public access to the riverside and/or protects and improves existing access points and links to the riverside, and

f. Take into account the changing situation with respect to guidance relating to water movement, flood risk, climate change, biodiversity and navigation. All development proposals within flood risk areas will need to take account of Core Strategy policy CS26 Flooding and other national guidance\(^\text{31}\).

2.57 The River Thames and its tributaries, the River Mole, River Ember, River Wey and the Wey Navigation, are key features of the Borough and fulfil important amenity, biodiversity, transport, leisure and recreation roles. They also form an essential part of

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the Borough’s green infrastructure network and make a fundamental contribution to the landscape quality and character of the Borough. The variety of small and large scale uses such as rowing clubs and boat repair works and features such as locks and towpaths create this unique character. Together with the Borough’s open areas and conservation areas, the rivers and to some extent reservoirs, form an essential element of the quality of life for the Borough’s residents.

2.58 The Core Strategy policy CS12 provides the strategic policy for the River Thames Corridor and its tributaries. It promotes a co-ordinated partnership approach to the future of waterways. It states that detailed guidance, which relates to the need for new development to take account of all aspects relating to the waterside setting, will be included in future documents that address Development Management. This policy provides the link between the strategic policy and the guidance featured in the Design and Character SPD relating to riverside development.

2.59 The Thames Policy Area is a designated area featured on the policies map and includes the River Thames that forms the northern boundary of the Borough and extends to a short section of the River Wey and Wey Navigation within Elmbridge. It reflects the importance of the River Thames as one of the greatest natural and man-made cultural assets of Elmbridge. Although particular consideration is required for development within or conspicuous from the Thames Policy area, this policy also seeks to ensure all new riverside development covers the same important aspects from its design, siting and character to its accessibility and environmental impact.

2.60 Many of the reservoirs and waterways are of national and international biodiversity significance with SSSI, Ramsar, SPA designations and large areas are within Green Belt. Many of the strategic views and landmarks are river related and cross borough boundaries and this is covered by other DM policies.

2.61 Assessing the character of the river is an important aspect of the policy and this is covered in the Design and Character SPD. The Thames Landscape Strategy [Weybridge-Hampton-Kew] is a 100-year strategic vision for the Thames including guidance, project, management and maintenance objectives. It provides analysis of the character of the river landscape through a series of Landscape Character Reaches. Its aim is to conserve, enhance and promote for the future, one of the world’s great urban landscapes. To achieve this aim the strategy brings together a partnership of statutory and non statutory organisations, local groups and individuals to inform strategic policy and implement a broad range of projects. These supporting documents provide the detail needed to meet the policy’s aim of ensuring high quality riverside development that protects and enhances the environment and allows for future generations to enjoy the riverside.

2.62 The Council would expect applicants to meet all criteria in this policy taking account of other Local Plan policies (where applicable) that address open space, Green Belt, heritage, design and amenity, landscape and flooding. DM22 - Recreational Uses of the Waterways may be relevant for development associated with recreational use
on rivers, reservoirs and other bodies of water. The guidance featured in the Design and Character SPD and Thames Landscape Strategy will also be key considerations.

| Core Strategy links          | CS1 - Spatial Strategy  
|                             | CS12 - River Thames and its Tributaries  
|                             | CS14 - Green Infrastructure  
|                             | CS15 - Biodiversity  
|                             | CS17 - Local Character, Density and Design  
|                             | CS26 - Flooding  
| Framework paragraphs        | 73, 74, 75, 77, 165  
| Other documents or guidance | Thames Landscape Strategy, Design and Character SPD  

DM14 - Evening Economy

a. The Council will support new uses that contribute to the economy in appropriate locations, including takeaway hot food shops, restaurants, taxi/minicab premises and associated development, unless they result in a harmful impact on residential amenity.

b. Proposals should be designed and located to ensure that highway safety is maintained and has an acceptable impact on local on-street parking provision.

c. Adequate infrastructure and measures should be included to ensure the development is neighbourly particularly when located near to residential properties. This may be achieved by seeking innovative design solutions to handling emissions and through the use of conditions.

The Borough enjoys a thriving evening economy, due to the extensive variety of restaurants, takeaways, bars and pubs, supported by numerous taxi hire businesses. Certain areas have a higher concentration of these uses because of nearby venues that attract additional visitors to the town centre, such as the Sandown Racecourse in Esher and Hampton Court Palace near Bridge Road, East Molesey. The types of premises referred to in this policy also make a contribution to the overall vitality of shopping areas during the day, in common with other non-retail uses, but these particular uses have been identified for specific inclusion within a Development Management policy due to the disturbance they may cause in the evening in areas where there are residential properties.

2.63 These businesses have an important role in maintaining growth within the town centres and as part of mixed-use development schemes (see also DM3 - Mixed Uses). As such, the Council will support their economic viability where appropriate but will balance this against the fact that some evening activities may be unneighbourly in residential areas, resulting in noise, disturbance and odour. The Council will carefully consider such applications and work with local businesses to assess whether any harmful effects can be mitigated through design solutions for extraction systems, orientation of new buildings, conditions on opening times and controlling outdoor seating.

2.64 This policy sets out that the Council will encourage proposals for development associated with the evening economy that will demonstrate that any potentially harmful

32. See CS18 - Town Centre Uses for policy on retaining retail uses within primary and secondary frontages in town and village centres, and in local centres, together with the range of uses specified in Paragraph 23 of the National Planning Policy Framework that are needed in town centres.

33. In conjunction with the provisions of DM3 - Mixed Uses and DM5 - Pollution, as applicable.
effects on local residents, the character of the area or highway safety are limited to an acceptable level.

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DM15 - Advertisements, shopfronts and signage

Permission and/or consent will be granted provided that:

a. Advertisements (including hoardings) are well designed to ensure they do not harm visual amenity, are in proportion to their surroundings and do not result in undue clutter. Consideration will be given to the size (including individual lettering), materials, cumulative number and method of illumination, together with any impact on public or highway safety,

b. Advertisements in areas of special control and conservation areas are carefully designed to prevent an adverse impact to the historic or open environment34.

c. Projecting signs and illumination to shopfronts must be appropriate in size, design and scale, complement the character and materials of the shopfront and surrounding streetscene, and must not compromise public safety. Illumination to advertisements and shopfronts in conservation areas should be sensitively designed and should normally be external. Large illuminated fascias will be resisted outside town and district centres or other appropriate locations,

d. Shopfront proposals demonstrate a high quality of design, which complements the original design, proportions, materials and detailing of the shopfront, surrounding streetscene and the building of which it forms part. The Council will resist the removal of shopfronts of architectural or historic interest,

e. New shopfronts must be designed to allow equal access for all users. Public and highway safety must be considered when siting signage or seating, table arrangements and structures, and

f. Blinds, canopies or shutters where acceptable in principle must be appropriate to the character of the shopfront and its setting. External security grilles and solid shutters which present blank frontages will not be permitted. In sensitive areas, rigid and non-retractable canopies will generally be unacceptable.

2.65 Elmbridge has a number of attractive town and village centres as well as local parades of shops. The environmental quality of these shopping areas is of fundamental importance to their economic health and viability. Well designed advertising displays,

34 Areas of special advertisement control include the Borough’s open land, which makes a significant contribution to the structure and environmental quality of the built up area, and the Green Belt.
signage and shopfronts add to the vitality of the town and village centre and provide important information for the shopper or visitor. It is important that the Council supports the economic development of these centres and one way of doing this is through the provision of high quality advertisements, shopfronts and signage. This is particularly important when considering advertisements and shopfronts in conservation areas and on historic (listed) buildings.

2.66 As well as ensuring shopfronts are of a high quality design, the policy also aims to ensure all associated advertising on shopfronts such as illuminated fascia boards, projecting signs, freestanding displays and forecourt seating/structures are also appropriate to the character of the area. The size, scale, illumination and design of some of these may not be appropriate in areas of special control because of the likely impact. Similarly, some canopies will not be suitable in sensitive areas, such as non-retractable ‘Dutch blinds’ which often have a high gloss finish and do not represent high quality design. Whether blinds, canopies or shutters are acceptable in principle will be dependent on the character of the street scene and the presence of other similar features within the locality.

2.67 Areas of special control include the Green Belt and open urban land that makes a significant contribution to the structure and environmental quality of the built-up area and is seen by many people from a public vantage point on a daily basis. Illumination can cause light pollution affecting local amenity, landscapes that are intrinsically dark and nature conservation. It is therefore important that advertising in these areas have stricter control to prevent harm to these areas of strategic importance.

2.68 Poorly placed and designed adverts and hoardings can also have a negative impact on the character of the area, visual amenity and raise issues of public and highway safety. The Council will assess all of these factors when determining advertising consents. Policy DM5 - Pollution will also be relevant in assessing the impact of illumination on local residents.

2.69 New shopfronts should be accessible to all users, taking into account the objectives of the Disability Discrimination Act 2005. This is important, as the Council wants to ensure equal access for everyone that lives, works or visits the Borough.

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DM16 - Telecommunications

The installation of telecommunications equipment will be permitted where it can be demonstrated that:

a. It is sited to achieve operational efficiency, taking account of the existing and planned future networks,

b. There is no significant adverse effect on the external appearance of the building on which it is located or the visual amenities of the area, including as a result of clutter and poorly located street furniture,

c. Alternative sites, mast sharing and utilising existing buildings or structures have been fully considered and evidence is submitted if this is impractical,

d. Technologies to miniaturise and camouflage any telecommunications apparatus have been fully explored and incorporated where possible, and
e. It is appropriately designed, coloured and landscaped to take account of its setting.

Installations should avoid sensitive local areas including conservation areas and listed buildings, Green Belt, sites of nature conservation importance, sites of special scientific interest, Local Green Space, strategic views and landmarks and the Thames Policy Area unless there is evidence that this is technically impractical.

2.70 Fast, reliable and affordable telecommunications are essential for the Borough in terms of promoting growth, increasing the competitiveness of business and ensuring excellent communications and choice for the public. They can also benefit the environment by reducing the need to travel as more people choose to work from home using alternative methods of communication. Elmbridge has a large self-employed workforce and providing the most advanced and high quality communication technology to support them to operate within the Borough is vital to the local economy. Therefore, the Council will give positive consideration to telecommunications development, which is well located and designed, both in terms of its contribution to the efficiency of the existing or planned network and its minimal impact on the environment and amenity.

2.71 The policy aims to achieve this by ensuring that telecommunications equipment is kept to a minimum through encouraging the sharing of existing and/or proposed facilities where this is technically possible. The visual impact of telecommunications equipment can be minimised through careful design, placement, colouring and landscape. In addition, using available technologies to miniaturise and camouflage apparatus can also contribute to reducing any visual intrusion. This will
help to protect the character of an area and the appearance of property, which is of particular importance to local people.

2.72 The policy highlights those areas in Elmbridge where new telecommunication development should be avoided due to their unique character, unless there is evidence that it is technically impractical to do so. Telecommunication equipment in these areas may appear visually intrusive in their settings and hence should be avoided.

2.73 Local people are often concerned about the possible health implications of telecommunication development. However, the Framework states local planning authorities must determine application on planning grounds and not determine health safeguards if the proposal meets International Commission guidelines for public exposure.

2.74 The policy applies to planning applications or prior notification applications for the installation of satellite dishes, microwave antennae, radio masts, cabinet boxes and other types of telecommunications apparatus, which require planning permission. When considering such applications the Council will also have regard to the legal requirements placed upon telecommunications operators to provide an adequate service, and any technical and operational constraints.

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Open Spaces

DM17 - Green Belt (development of new buildings)

a. The Green Belt boundary is defined on the Policies Map. In order to uphold the fundamental aims of the Green Belt to prevent urban sprawl and to keep land within its designation permanently open, inappropriate development will not be approved unless the applicant can demonstrate very special circumstances that will clearly outweigh the harm.

b. Built development for outdoor sport, recreation and cemeteries will need to demonstrate that the building’s function is ancillary and appropriate to the use and that it would not be practical to re-use or adapt any existing buildings on the site. Proposals should be sited and designed to minimise the impact on the openness of the Green Belt and should include a high quality landscape scheme.

c. Proposals for the limited infilling or the partial or complete redevelopment of previously developed sites will be considered in light of the size, height, type, layout and impact of existing buildings, structures and hard standing, together with the degree of dispersal throughout the site of existing and proposed development.

2.75 The Green Belt in Elmbridge plays a key role in shaping settlement and development patterns. It forms an important element of the Borough’s character and is a highly valued asset to local people, as well as having wider strategic significance in conjunction with other neighbouring boroughs. The Council is committed to protecting and enhancing the Green Belt, which is one of the Core Strategy’s Objectives, in order to prevent settlements from merging and to retain the distinctiveness of local communities. We also recognise the role of the Borough’s green infrastructure network, of which the Green Belt forms a significant part, in providing an attractive environment for local businesses and future investment, as well as a recreation resource.

2.76 DM17(b) considers appropriate facilities for outdoor sport, recreation and cemeteries. Other types of development which may potentially not be inappropriate within the Green Belt will be considered against national policy, particularly paragraphs 89 and 90 of the National Planning Policy Framework. Proposals for extension, alteration and replacement of buildings will be considered under DM18–Green Belt (development of existing buildings).

35. The Green Belt policies set out and referred to in the Local Plan will apply to the area of land so designated.
2.77 The Council acknowledges that, in certain circumstances, new buildings are not inappropriate in the Green Belt. Where possible, new development should positively enhance the beneficial use of the Green Belt and be genuinely ancillary and appropriate in scale, form and function to the sustainable operation of the use in order to minimise development and preserve the openness of the Green Belt. Similarly, applicants will be expected to consider whether any existing buildings could be re-used sustainably rather than proposing a new development that may have a greater impact on the Green Belt and the environment, and to include measures that may serve to mitigate the effect on the character of the area, such as a high standard of design and landscape.

2.78 The Framework also allows for the limited infilling or the partial or complete redevelopment of previously developed land and does not require these to be formally identified in order to benefit from the ‘exception’ to inappropriate development for new buildings. Consideration will be given on a case-by-case basis, recognising that new development should not have a greater impact on the openness of the Green Belt. As such, careful assessment of the impact of existing buildings and structures in comparison to new development is required. For example, an existing area of hard standing can be regarded as ‘development’ but its impact on openness is significantly less than a proposed building. Applicants are encouraged to take the opportunity to make improvements to the openness of the Green Belt where possible, which could include focusing development in a less conspicuous or open part of the site or removing a sprawl of buildings in favour of a single, cohesive development that leaves the remainder of the site open.

| Core Strategy links       | CS1 - Spatial Strategy  
|                          | CS14 - Green Infrastructure |
| Framework paragraphs     | 79-92 |
| Other documents or guidance | Design & Character SPD (for general guidance as the Green Belt is not included in the character areas to avoid encouraging development there) |
DM18 - Green Belt (development of existing buildings)

a. Extensions and alterations to a building will be permitted provided they do not result in disproportionate additions over and above the size of the original building, either individually or cumulatively. Support will be given to proposals that do not have a materially greater impact on the openness of the Green Belt and, in particular:

   i. Are well designed to respond to the context of the site and the character of the area, taking into account the particular visual sensitivity of open and prominent locations
   ii. Do not result in an increase beyond 25% in volume and 25% in footprint\(^{36}\), and
   iii. Do not materially increase the overall height of the building.

b. The replacement of a building in the same use will be permitted provided that the new building is not materially larger than the one it replaces. Support will be given to proposals that do not have a materially greater impact on the openness of the Green Belt and, in particular:

   i. Are well designed to respond to the context of the site and the character of the area, taking into account the particular visual sensitivity of open and prominent locations
   ii. Do not result in an increase beyond 10% in volume and 10% in footprint\(^{37}\)
   iii. Do not materially increase the overall height of the building, and
   iv. Are sited in the same position as the existing building or in a preferable position within the site to maximise the openness of the Green Belt.

c. The volume and footprint of existing buildings to be demolished within the site may be included in the increase in volume and footprint under (a) and (b) above, taking into account their size, permanence, design and proximity to the building to be extended or replaced. Conditions may be used to remove permitted development rights for further outbuildings and extensions.

d. Proposals to erect, extend or replace an ancillary building within 5 metres of the main building will be treated as an extension to the main building, under (a) above. The extension or replacement of an ancillary building sited more than 5 metres from the main building will be considered under either (a) or (b).

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\(^{36}\)To be calculated based on external dimensions.

\(^{37}\)To be calculated based on external dimensions.
above, as appropriate, as a building in its own right. Proposals to erect new ancillary buildings sited more than 5 metres from the main building, which would not replace existing buildings, will be assessed against the relevant policies relating to new free-standing buildings within the Green Belt.

e. Proposals for a basement will be permitted provided it is wholly subterranean, does not generate significant additional activity on the site as a whole, does not exceed the footprint of the existing building (including as extended or replaced) and is served only by discreet light wells, ventilation systems or means of escape. Basements that do not comply with these provisions will be regarded as contributing to the increase in volume and footprint under (a) and (b) above.

There are many dwellings within the Green Belt in Elmbridge and it is reasonable for those living within them to be able to extend or replace their homes to meet their changing needs and circumstances, provided that overall openess is preserved. The Framework allows the replacement or extension of any building, subject to certain provisions. This will enable local businesses to respond to their growing needs and be flexible to change. The amount of enlargement is not dependent on the size of the plot or the general size of buildings in the area but rather the size of the original building. To permit a significant increase in the size of a building merely because it is sited on a large plot or there are other larger structures nearby would undermine the objectives of safeguarding the openness of the Green Belt and its character.

2.79 The original building will be determined based on its size as existing on 1 July 1948 or as first built if later than this date. In order to give applicants greater certainty as to the amount of development that may be acceptable, a maximum increase is specified in the policy. This is intended to set out the limit beyond which the Council will consider an extension to be disproportionate to the original building or a replacement building to be materially larger than that it replaces. There will be instances where perhaps a significantly lower figure will be more appropriate, based on the specifics of the site, such as in open and prominent locations where environmental constraints are a factor, including flood risk, but the percentages offer clear parameters within which new developments can be designed to preserve the openness of the Green Belt and the character of the area.

2.80 When assessing the volume and footprint increase for extensions to buildings or replacement buildings, it is common for applicants to propose that other structures within the site that are due to be demolished are combined to ‘offset’ the increase. The policy allows for this in some circumstances, taking into account a number of factors. For example, a proposal for a replacement house may include an integral garage.

38. This does not preclude features such as internal connections to the rest of the house.
following demolition of an existing detached garage. In this case, the volume and footprint of the existing garage could be combined with that of the main house before establishing to what extent it would be enlarged.

2.81 This policy gives specific guidance on how ancillary buildings will be treated in assessing new proposals. This is to give greater clarity for applicants which could result in more focus on the quality and design of the proposal rather than lengthy discussion on other matters. The distance of 5 metres within which an ancillary building will be treated as being part of the main building has been specified as a dimension that is commonly used to imply contiguousness of development for Green Belt purposes and stems from its use in earlier versions of the General Permitted Development Order in respect of outbuildings to dwelling houses. Proposals for new free-standing ancillary buildings sited more than 5 metres from the main building would be considered against policies DM17, DM18 and national policy relating to new buildings in the Green Belt, rather than extensions to existing buildings, due to the separation between the built forms and the resulting lack of contiguousness. Ancillary buildings in any location would also need to satisfy part e of policy DM10-Housing.

2.82 Proposals for basements are common in Elmbridge as homeowners in particular seek to maximise the amount of built development within a plot. In the Green Belt, they are often seen as ways of adding additional footprint without impacting on the openness of the area. Whilst this is true to some extent, much depends on the design of the basement and the extent to which it is visible or apparent externally. If the basement results in or contributes to a disproportionate increase over the original building, or a materially larger replacement building, the proposal would still result in definitional harm to the Green Belt. However, it is acknowledged that a basement that is entirely subterranean with little or no external evidence to indicate its existence will have only a minimal impact on the openness of the Green Belt.

2.83 It is important to note that proposals in the Green Belt will be expected to comply with all other relevant Local Plan policies and guidance, including those that address design, amenity, access, parking, landscape, biodiversity, flooding and sustainability.

| Core Strategy links       | CS1 - Spatial Strategy  
|                          | CS14 - Green Infrastructure |
| Framework paragraphs     | 79 - 92 |
| Other documents or guidance | Design & Character SPD (for general guidance as the Green Belt is not included in the character areas to avoid encouraging development there) |
DM19 - Horse-related uses and development

a. New development associated with appropriate horse-related activities will be permitted, including within the Green Belt provided it complies with policy, if it would respect the character and amenity of the area without resulting in undue pressure on local infrastructure, nature conservation and biodiversity.

b. Proposals for new buildings, extensions to existing buildings and means of enclosure should achieve a high standard of design and use sensitive materials that reflect local character, particularly in the Green Belt and other open areas, and be of a scale that is proportionate to the activity proposed. Appropriate provision should be made for access, storage and waste associated with the activity, especially in residential areas.

c. Proposals will be expected to incorporate a high quality landscape scheme into the design, especially within the Green Belt and other open areas, in order to integrate the development into the natural landscape.

d. Proposals to extend and/or enhance the recreational value of the bridleway network will be supported, provided that there is no conflict with agriculture, nature conservation or with facilities for walkers on existing public footpaths or other paths currently only used by walkers.

2.84 Equestrian activities are popular in Elmbridge, offering opportunities for outdoor recreation and promoting healthy communities. There are currently seven licensed riding establishments within Elmbridge, all of which lie within the Green Belt. There are also liveries, stables and associated facilities for public, private or domestic use.

2.85 In certain circumstances, equestrian uses may be acceptable within the Green Belt. It is important that the design of new buildings and associated facilities respond positively to their context, which is usually rural in character and landscape. Therefore proposals will be expected to demonstrate that the scale of development, quality of design, use of materials and the landscape scheme will enhance the visual amenity of the area. There are also factors that will influence the location of buildings within the site, such as the need for natural surveillance, site security and welfare considerations. These matters are for the applicant to consider in the context of the specifics of the site when designing the scheme.

39. The list of licensed riding establishments in Elmbridge is available from the Environmental Health & Licensing Team – www.elmbridge.gov.uk/envhealth.
2.86   Elmbridge has seen a slight decline in the number of licensed riding establishments in recent years, partly due to the high cost involved in setting up and maintaining a riding centre. As such, it is not considered necessary to repeat previous policy that resisted an over concentration of horse activity in the immediate area.

2.87   Environmental Health & Licensing is the body responsible for issuing licences to riding centres and can offer advice to applicants on requirements that may have an impact on the size and design of stables and loose boxes. The Council can therefore offer a collaborative approach to ensuring the aims of the policy are achieved whilst also ensuring equine welfare. This will prevent the need to reapply for a revised scheme if the approved design does not meet the standards required to acquire the necessary licences.

2.88   Opportunities to improve existing rights of way networks and National Trails (long distance routes for walking, cycling and horse-riding) will be sought where possible as this aspiration is supported in the Framework and existing bridleways are protected in the Core Strategy, in recognition of the recreational contribution horse riding makes to promote healthy lifestyles.

<table>
<thead>
<tr>
<th>Core Strategy Links</th>
<th>CS14 - Green Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Framework Paragraphs</td>
<td>75 and Section 9 as the activity falls under 'outdoor recreation' for Green Belt purposes</td>
</tr>
<tr>
<td>Other documents or guidance</td>
<td>Sport and Physical Activity Strategy 2011 - 2014</td>
</tr>
</tbody>
</table>
DM20 - Open Space and views

a. Local Green Space\(^{40}\) will be protected from inappropriate development unless there are very special circumstances that would clearly outweigh the potential harm. Uses and development that are deemed to be appropriate under Green Belt policy will be permitted provided that the character of the area is protected and there is no conflict with the purposes of designating that specific land as Local Green Space and the function it serves.

b. Other areas of existing open space\(^{41}\), sports and recreational buildings and land, including playing fields, should not be built on unless:
   
   i. An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements,
   
   ii. The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location, or
   
   iii. The development is for alternative sports and recreation provision, the needs for which clearly outweigh the loss.

c. Development within Strategic Views or affecting Key Landmarks (as identified in the Policies Map and detailed in Appendix 3) will be permitted provided that it has been well designed to take account of the setting, character and amenity value of the view or landmark. Proposals should not obscure or adversely affect these views and landmarks and those that create new views or reinstate obscured views will be supported.

2.89 The open space within Elmbridge is essential to its character and contributes to the quality of the landscape and the network of green infrastructure. It is very important to local people, who enjoy the visual benefits, wildlife habitats and the recreation function it provides. In addition, open spaces are also beneficial in helping to minimise flood risk.

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\(^{40}\)To be designated within the Settlement ID Plans.

\(^{41}\)National Planning Policy Framework definition: ‘All open space of public value, including not just land, but also areas of water (such as rivers canals, lakes and reservoirs) which offer important opportunities for sport and recreation and can act as a visual amenity’ (glossary).
2.90 Whilst enjoying similar benefits, Green Belt serves five distinct purposes that are not shared by land in more urban and residential parts of the Borough. Therefore this policy does not cover all Green Infrastructure Assets, as defined in the Core Strategy (CS14 – Green Infrastructure), by excluding areas in the Green Belt that are covered by separate Development Management policies. CS14 also covers other Green Infrastructure Assets that this policy does not, such as Suitable Accessible Natural Greenspace, so they should be assessed together. For the avoidance of doubt, part (c) of the policy applies across the relevant parts of the whole Borough, including the Green Belt.

2.91 Development of open spaces needs careful management to avoid the permanent loss of these valuable areas whilst ensuring there are opportunities to enhance recreation and biodiversity. Only very exceptionally will limited community and social infrastructure development of open space within the urban area be acceptable if the Council considers that the benefits delivered to the community outweigh the loss and compensatory qualitative improvements are secured. The Framework introduced a new designation of Local Green Space for areas of particular local importance that communities could identify for special protection. Local Green Space is defined as “…special to the local community, and holds particular local significance because of its beauty, historic significance, recreation value… tranquillity and richness of its wildlife”. Paragraph 77 of the Framework also states the following:

“The designation will not be appropriate for most green areas or open space. The designation should only be used:

- where the green space is in reasonable proximity to the community serves;
- where the green space is demonstrably special to the local community and holds a particular local significance, for example because of its beauty, historic significance, recreational value (including as a playing field), tranquillity or richness of its wildlife; and
- where the green area concerned is local in character and not an extensive tract of land.”

2.92 The Framework states that local policies for managing development within designated Local Green Space should be consistent with Green Belt policy. As such, the policy resists inappropriate development but it is acknowledged that there are a number of uses and associated development that are deemed appropriate in the Green Belt. However, whilst an appropriate use may be compatible with the type of land falling within the Green Belt, such as a large tract of land on the periphery of a settlement, it may not be suitable for a smaller parcel of land within a more urban location that has been identified by the community as being important to the character of the area, such as a village green. Consistent with Green Belt policy which requires that facilities for

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42. See Paragraph 80 of the National Planning Policy Framework.
43. See Core Strategy policy CS29 - Monitoring, paragraph 8.18.
44. See Paragraph 78 of the National Planning Policy Framework.
appropriate uses do not conflict with the purposes of including land within the Green Belt, a similar proviso is included here so that the purpose of the land being designated as Local Green Space by the community is not compromised by a use or development that would not respect the character of the area.

2.93 The Borough’s natural and manmade landscape is distinctive and highly valued. This, together with the network of green spaces, provides a setting for strategic views and landmarks that contribute to the character of the landscape. These are often of historic significance and can extend beyond the borough boundaries. In assessing the impact of development on landmarks and within identified strategic views, consideration will be given to the features and landmarks within that view and their setting as detailed in Appendix 3.

<table>
<thead>
<tr>
<th>Core Strategy links</th>
<th>CS14 - Green Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Framework paragraphs</td>
<td>73-78</td>
</tr>
<tr>
<td>Other documents or guidance</td>
<td>Green Space, Sport &amp; Recreation Study 2006</td>
</tr>
</tbody>
</table>
DM21 - Nature conservation and biodiversity

a. In accordance with Core Strategy policy CS15 – Biodiversity, all new development will be expected to preserve, manage and where possible enhance existing habitats, protected species and biodiversity features. The Council will work in partnership to explore new opportunities for habitat creation and restoration.

b. Support will be given to proposals that enhance existing and incorporate new biodiversity features, habitats and links to habitat networks into the design of buildings themselves as well as in appropriate design and landscape schemes of new developments with the aim of attracting wildlife and promoting biodiversity. Conditions will be used to secure the provision of mitigation measures, as appropriate.

c. Development affecting designated international sites of biodiversity importance and compensatory sites\(^45\) will be considered against Core Strategy policies CS13 – Thames Basin Heaths Special Protection Area, CS15 – Biodiversity, the Framework and relevant legislation\(^46\).

d. Development affecting national sites of biodiversity importance\(^47\) will not be permitted if it will have an adverse effect, directly or indirectly, individually or in combination, on the site or its features. In exceptional circumstances, proposals that have an adverse effect on a national site may be permitted if the benefits of the development clearly outweigh the harm. If a development is approved under these circumstances, appropriate avoidance, mitigation and compensation will be sought wherever possible.

e. Development affecting locally designated sites of biodiversity importance\(^48\) or sites falling outside these that support national priority habitats or priority species will not be permitted if it will result in significant harm to the nature conservation value of the site or feature.

f. Sites identified on the Policies Map as having potential to be designated in future as Suitable Accessible Natural Greenspace (SANG) will be protected from development that may compromise its ability to serve that function, taking into account the level of existing SANG when the development is proposed and any wider benefits of the proposal.

2.94 Elmbridge contains a rich network of green infrastructure that supports biodiversity, much of which falls within international, national or regional designations

\(^45\) International sites listed on page 61 of the Core Strategy.
\(^46\) In particular, the Birds and Habitats Directives and associated UK Regulations.
\(^47\) National sites listed on page 61 of the Core Strategy.
\(^48\) Local sites listed on page 61 of the Core Strategy and under Section 41 of the Natural Environment & Rural Communities (NERC) Act 2006.
that ensure their continued protection and enhancement. The list of sites and their hierarchy is contained in Core Strategy policy CS15 – Biodiversity, which also sets out the policy for managing internationally designated sites (Chatley Heath, which forms part of the wider Thames Basin Heaths Special Protection Area, and Knight and Bessborough Reservoirs, which form part of the South West London Waterbodies Special Protection Area and Ramsar site). This policy aims to support the Core Strategy by providing detailed criteria to apply to nationally and locally designated sites, to ensure that growth can be accommodated in appropriate locations that do not have a negative impact on biodiversity. The policy also includes sites that have been identified as potential SANG, in order to manage development proposals in accordance with the level of provision across the Borough at the time of the proposal. This will allow the Council to maintain a suitable supply of SANG to mitigate impact on the Thames Basin Heaths Special Protection Area.

2.95 The future Greenspace Strategy will continue this approach to strengthen and protect the Borough’s natural resources, working in partnership to achieve the aims of the Surrey Nature Partnership Task Group, in reference to Biodiversity 2020: A strategy for England’s wildlife and ecosystem services (Defra 2011) and improve the network of habitats such as wildlife corridors, rivers, woodlands and hedgerows.

2.96 It is important to note that the presumption in favour of sustainable development (DM1 and the Framework) does not apply to development affecting international sites of biodiversity importance\textsuperscript{49}.

\begin{table}[h]
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\begin{tabular}{|l|l|}
\hline
\textbf{Core Strategy links} & CS13 - Thames Basin Heaths Special Protection Area  
CS14 - Green Infrastructure  
CS15 - Biodiversity  
\hline
\textbf{Framework paragraphs} & 109, 110, 111, 112, 113, 114, 117, 118, 119  
\hline
\textbf{Other documents or guidance} & Surrey Biodiversity Action Plan  
\hline
\end{tabular}
\end{table}

\textsuperscript{49}See Paragraph 119 of the National Planning Policy Framework.
DM22 - Recreational uses of waterways

The Council will promote the recreational use of the Thames, its tributaries and all other water areas including the riverbanks by:

a. Resisting the loss of facilities that contribute to their enjoyment, and by encouraging the provision of new facilities and improvement to existing facilities, where the physical capacity of these rivers and environmental (including biodiversity) considerations allow,

b. Encouraging recreational use of reservoirs, subject to the effective operation of the reservoir, water safety, health considerations and other planning policies, together with the need to protect areas of nature conservation value. The designation of some reservoirs as sites of national and international biodiversity significance will affect the type and extent of access and recreation uses. Any existing recreational uses of a reservoir if suspended during gravel extraction will require reinstatement,

c. Encouraging public access to the river and its banks, the maintenance and improvement of existing provision and seeking opportunities to secure further access improvements and linkages with other green spaces,

d. Permitting new hire bases and extensions to existing hire bases for motorised craft on the waterway provided there is no conflict with other users of the riverside and there is no adverse effect on local amenities, wildlife or the environment in general, and

e. Permitting further permanent moorings or houseboats provided they protect the appearance of the riverside and do not add to river congestion.

2.97 The recreational opportunities of the River Thames and tributaries are many and varied, ranging from on-river pursuits such as sailing, rowing, canoeing, and motor-cruising, to bankside activities including walking, cycling, birdwatching and angling, or just simply taking in the view. There are a number of public parks and riverside paths including the Thames Path (a national trail) and the towpath along the Wey Navigation. The Council aims to encourage appropriate active and passive recreational uses while minimising conflicts between users, protecting the natural environment and retaining public access to the riverside. The policy supports the positive use of the water as a recreation asset, which helps maintain the health and wellbeing of the Borough’s communities.
2.98 Apart from the Knight and Bessborough Reservoirs, which are in regular operational use as water supply reservoirs with access prohibited, the Council will ensure that the Borough’s other reservoirs can be used for recreational pursuits provided that they meet the detailed requirements in criterion (b). Many of these contain areas of nature conservation and these will require protection. In addition, recreation uses should not conflict with the primary function of the reservoir, namely being the supply of water.

2.99 Proposed extensions to existing hire bases maybe considered acceptable, as they would continue to contribute to the local economy and provide leisure pursuits. However, they must not cause congestion and conflict between users and wildlife. The Council will not normally permit any new hire bases for motorised craft along the River Thames or on side channels because new hire cruisers can cause significant congestion on the River Thames, which is a threat to wildlife and can cause environmental damage. In addition, the landward sides of hire bases require extensive areas of car parking which can be unsympathetic to the river environment.

2.100 The permanent mooring of houseboats is also a contributory cause of congestion on the Thames. Such congestion has both public safety and environmental implications, contrary to the Council’s objectives to preserve and enhance the Borough’s waterways. The Council, therefore, will only permit permanent moorings provided they protect the appearance of the riverside and do not add to river congestion.

2.101 Areas of water (such as rivers and reservoirs) are defined as Open Space in the Framework and so policy DM20 - Open Space and Views will also be of relevance when considering any proposals for recreational uses on the waterways. Built development associated with recreational uses of waterways will also be assessed against DM13 - Riverside Development and Uses as well as the Universal Policies.

| Core Strategy links | CS1 - Spatial Strategy  
| Framework paragraphs | CS12 - The River Thames and its Tributaries  
| Other documents or guidance | 73, 74, 75, 77, 165  
| | Sport & Physical Activity Strategy 2011 - 2014 |
3 Appendices

Appendix 1: Elmbridge Parking Standards (DM7 - Access and Parking)

3.1 These parking standards have been developed in conjunction with the Surrey County Council Vehicular and Cycling Guidance 2012 and use local evidence with regard to car ownership in Elmbridge.

Evidence (Indicators taken from Paragraph 39 of the Framework):

The Accessibility of the Development- this is based on location and for Elmbridge this relates to town centre, edge of centre or suburban characteristics.

The Type, Mix and Use of Development - the table below features the different types, mixes and use of development.

The Availability of and Opportunities for Public Transport - evidence has been taken from the settlement strategy, which highlights the local bus services and train routes within the settlements. Since then, changes have been made to certain bus routes and this impacts on the Borough’s need to use a car to get to various locations within and outside the Borough.

Local Car Ownership Levels - Elmbridge Borough Council has a slightly higher car ownership compared with the Surrey average. 12.7% do not have a car in the Borough compared with 14% in Surrey. 41.7% of people in Elmbridge have one car or van and 35.1% have two cars or vans. While Surrey overall has 40.5% people with one car or van and 34.7% with two cars. Elmbridge has the highest amount of wealthy people living in the most sought after neighbourhoods in Surrey. One of the key findings of this group is the amount of car and vans that people own, which is often more than 3.

An Overall Need to Reduce the Use of High-Emission Vehicles - Core Strategy policy CS25 Travel and Accessibility seeks to improve the environmental impact of transport. It also requires the application of maximum parking standards in order to promote improvements to sustainable travel.

The Parking Standards

- All parking levels relate to gross floor area and are recommended as a maximum.
- Provision for uses marked “individual assessment” will require their own justification and the inclusion of parking management plans, travel plans and cycle strategies where appropriate.
• For use classes that feature both a standard and OR individual assessment the standard provides the guide but if a greater amount of parking is required than an individual assessment (as described in the bullet above) will need to be submitted.
• Standards are also provided regarding parking for people with disabilities, school parking, car clubs and electric vehicle charging points.

<table>
<thead>
<tr>
<th>Use Class</th>
<th>Maximum per m² ground floor area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A1 Retail</strong></td>
<td></td>
</tr>
<tr>
<td>Food or non-food retail eg: small parades of shops serving the local community (up to 500m²)*</td>
<td>1 car space per 30m²</td>
</tr>
<tr>
<td>Food retail (500 m² to 1000m²)*</td>
<td>1 space per 25m²</td>
</tr>
<tr>
<td>Food retail (above 1000m²)*</td>
<td>1 car space per 14m²</td>
</tr>
<tr>
<td>Non-food retail (500m² or more)*</td>
<td>1 space per 25m²</td>
</tr>
</tbody>
</table>

*Suggested reductions as stated or greater, to be applied based on location. Note: Retail parking to be provided as shared use where appropriate.

<table>
<thead>
<tr>
<th>Use Class</th>
<th>Maximum per m² ground floor area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A3 Food and drink</strong></td>
<td></td>
</tr>
<tr>
<td>Restaurants, snack bars and café’s. For sale &amp; consumption on the premises (if located beyond Town Centre locations).</td>
<td>1 car space per 6m²</td>
</tr>
<tr>
<td></td>
<td>No parking required in town centres</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Use Class</th>
<th>Maximum per m² ground floor area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A4 Drinking establishments</strong></td>
<td></td>
</tr>
<tr>
<td>Public houses, wine bars or other drinking establishments but not nightclubs (if located beyond Town Centre locations).</td>
<td>Individual assessment/justification</td>
</tr>
<tr>
<td></td>
<td>No parking required in town centres</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Use Class</th>
<th>Maximum per m² ground floor area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A5 Hot Food Takeaways</strong></td>
<td></td>
</tr>
<tr>
<td>For sale &amp; consumption of hot food off the premises (if located beyond Town Centre locations).</td>
<td>1 car space per 6m²</td>
</tr>
<tr>
<td></td>
<td>No parking required in town centres</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Use Class</th>
<th>Maximum per m² ground floor area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B1 Business</strong></td>
<td></td>
</tr>
<tr>
<td>Offices, research &amp; development, light industry appropriate in a residential area – threshold of 2500m²</td>
<td>A maximum range of 1 car space per 30m² to 1 car space per 100m² depending on location</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Use Class</th>
<th>Maximum per m² ground floor area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B2 General Industrial</strong></td>
<td></td>
</tr>
<tr>
<td>General industrial use</td>
<td>1 car space per 30m²</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Use Class</th>
<th>Maximum per m² ground floor area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B8 Storage/distribution (including open air storage)</strong></td>
<td>1 car space per 100m²</td>
</tr>
<tr>
<td></td>
<td>1 lorry space per 200m²</td>
</tr>
<tr>
<td>Category</td>
<td>Requirement</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Warehouse – distribution</strong></td>
<td>1 car space per 70m²</td>
</tr>
<tr>
<td></td>
<td>1 lorry space per 200m²</td>
</tr>
<tr>
<td><strong>Cash and carry</strong></td>
<td>1 car space per 70m²</td>
</tr>
<tr>
<td></td>
<td>1 lorry space per 200m²</td>
</tr>
<tr>
<td><strong>C1 Hotels</strong></td>
<td>Hotels, boarding and guest houses where no significant care is provided</td>
</tr>
<tr>
<td></td>
<td>1.5 car spaces per bedroom plus 1 coach space per 100 bedrooms OR Individual assessment/justification</td>
</tr>
<tr>
<td><strong>C2 Residential Institutions</strong></td>
<td>Care home</td>
</tr>
<tr>
<td></td>
<td>Nursing home</td>
</tr>
<tr>
<td></td>
<td>1 car space per 2 residents OR Individual assessment/justification</td>
</tr>
<tr>
<td><strong>Hospitals</strong></td>
<td>1 car space per 4 staff plus 1 car space per 3 daily visitors OR Individual assessment/justification</td>
</tr>
<tr>
<td><strong>Residential colleges</strong></td>
<td>Individual assessment/justification</td>
</tr>
<tr>
<td><strong>Training centres</strong></td>
<td>1 car space per 2 staff OR Individual assessment/justification</td>
</tr>
<tr>
<td><strong>C3 Dwelling houses (family houses, up to 6 residents living as a single household, including households where care is provided)</strong></td>
<td>See Figure 1</td>
</tr>
<tr>
<td><strong>Elderly (sheltered)</strong></td>
<td>1 car space per 1 or 2 bed self contained unit OR 0.5 per communal unit OR Individual Assessment</td>
</tr>
<tr>
<td><strong>D1 Non-residential institutions</strong></td>
<td>Day Nurseries/Crèche</td>
</tr>
<tr>
<td></td>
<td>0.75 car spaces per member of staff plus 0.2 spaces per child</td>
</tr>
<tr>
<td><strong>Doctor’s practices</strong></td>
<td>1 car space per consulting room. Remaining spaces on individual assessment</td>
</tr>
<tr>
<td><strong>Dentist's practices</strong></td>
<td>1 car space per consulting room. Remaining spaces on individual assessment</td>
</tr>
<tr>
<td><strong>Veterinary practices</strong></td>
<td>1 car space per consulting room. Remaining spaces on individual assessment</td>
</tr>
<tr>
<td><strong>Libraries, museums and art galleries</strong></td>
<td>1 car space per 30m² OR Individual assessment/justification</td>
</tr>
<tr>
<td><strong>Public halls licensed for entertainment, unlicensed youth and community centres and Scout huts etc</strong></td>
<td>1 car space per 3 persons OR per 3 seats OR per 20 m² OR Individual assessment/justification</td>
</tr>
<tr>
<td>Places of worship</td>
<td>1 car space per 10 seats OR Individual assessment/justification</td>
</tr>
<tr>
<td>---------------------------------------------------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Schools/colleges/children’s centres</td>
<td>Individual assessment/justification – see additional notes below</td>
</tr>
<tr>
<td><strong>D2 Assembly and leisure</strong></td>
<td></td>
</tr>
<tr>
<td>Cinemas, bingo clubs, dance halls and clubs</td>
<td>1 car space per 5 licensed persons OR Individual assessment/justification</td>
</tr>
<tr>
<td>Conference Centres</td>
<td>1 car space per 5 seats OR Individual assessment/justification</td>
</tr>
<tr>
<td>Exhibition Halls</td>
<td>1 car space per 6 m² OR Individual assessment/justification</td>
</tr>
<tr>
<td>Stadia</td>
<td>1 car space per 15 seats OR individual assessment/justification</td>
</tr>
<tr>
<td>Health clubs/leisure centres</td>
<td>Individual assessment/justification</td>
</tr>
<tr>
<td>Tennis and Badminton Clubs</td>
<td>4 car spaces per court OR Individual assessment/justification</td>
</tr>
<tr>
<td>Squash Clubs</td>
<td>2 car spaces per court OR Individual assessment/justification</td>
</tr>
<tr>
<td>Marinas and water sports</td>
<td>3 car spaces per hectare of water OR Individual assessment/justification</td>
</tr>
<tr>
<td>Field Sports Clubs</td>
<td>1 car space per 2 playing participants OR Individual assessment/justification</td>
</tr>
<tr>
<td>Golf Clubs and driving ranges</td>
<td>1 car space per 0.3 holes OR per driving bay OR Individual assessment/justification</td>
</tr>
<tr>
<td>Equestrian centres</td>
<td>1 car space per stable OR Individual assessment/justification</td>
</tr>
<tr>
<td><strong>Other uses</strong></td>
<td></td>
</tr>
<tr>
<td>Pick your own fruit farms</td>
<td>9 car spaces per hectare of farmland OR Individual assessment/justification</td>
</tr>
<tr>
<td>Vehicle repair, garage and spares stores</td>
<td>1 car space per 20m² OR Individual assessment/justification</td>
</tr>
<tr>
<td>Car sales establishments</td>
<td>1 car space per 50m² car display area OR Individual assessment/justification</td>
</tr>
<tr>
<td>Exhaust and tyre centres</td>
<td>1 car space per 0.3-0.5 bays OR Individual assessment/justification</td>
</tr>
<tr>
<td>Sui Generis and all other uses not mentioned above</td>
<td>Individual assessment/justification</td>
</tr>
</tbody>
</table>
Parking for People with Disabilities

3.2 Parking for drivers with disabilities should be designed and provided in accordance with the appropriate government guidance\(^{50}\). As a starting point, for non-residential development, 5% of the total number of parking spaces agreed should be allocated for disabled users or a minimum of 1 space per 750m\(^2\) (whichever is the greater) to meet demand. Such spaces should have dimensions of 3.6m by 5m and be located no further than 50m from an accessible entrance, (ideally the main entrance), clearly signed and under cover if possible.

School Parking

3.3 New Schools, or those where expansion is proposed, are expected to develop, update and monitor School Travel Plans.

Cars

3.4 Operational requirements (broadly defined as staff and visitors) should be provided for only, together with overflow parking areas for community uses. Parent and pupil parking should not be provided as this is a disincentive to travelling by sustainable modes. Existing sites may be an exception if further on-street parking reduces highway safety or emergency access.

3.5 Measures to discourage parking should be considered first and could include car sharing, staggered school days, parking restrictions, parking permits issued on the basis of need and other measures as appropriate.

3.6 A parking management plan should be prepared and submitted as an integral part of any planning application where parking is an acknowledged problem.

Coach/ Bus

3.7 On all new school sites where it is likely that pupils will travel to and from school in coaches, sufficient space should be reserved to allow coaches to enter the site, drop off and pick up pupils. Where appropriate, bus stops, bays, raised kerbs, seating and shelters shall be provided on the highway by the applicant.

Cycles and non-motorised scooters

3.8 Provision of cycle and non-motorised scooter\(^*\) parking will be a condition of any new or expanded school. Whenever possible, improvements to cycle routes and other appropriate safety measures should be provided by the applicant.

\(^{50}\)Department for Transport Traffic Advice Leaflet 5/95 can be obtained at http://webarchive.nationalarchives.gov.uk/20090505152230/http://www.dft.gov.uk/adobepdf/165240/244921/244924/TAL_5-951.
Electric Vehicle Charging

3.9 The Council will seek the provision of electric vehicle (EV) charging points within all new developments as set out below. These standards have been based upon a mid range scenario which assumes that environmental incentives grow at their current rate and that the number of electric vehicles on UK roads will increase from a projected estimate of 600,000 at 2020 to 1,600,000 by 2030. It also assumes that the whole life cost of an electric vehicle is comparable to an internal combustion powered vehicle by 2015 (ref: “Investigation into the Scope for the Transport Sector to Switch to Electric Vehicles and Plug-in Hybrid Vehicles” produced jointly by Department for Business Enterprise and Regulatory Reform (BERR) and the Department for Transport (DfT) 2008).

3.10 EV charging is a developing technology and the Council will seek to ensure that connection points are installed in line with emerging technical requirements. Standardised connections will be used wherever possible. With continuing development in technology, it is expected that wired charging will eventually be replaced by passive wireless charging which allows vehicles to park over a pad buried beneath the surface. The Council will expect new installations to be passive when this method of charging becomes cost effective for general use.

3.11 There are currently three speeds for electric vehicle charging – trickle, fast and rapid. Trickle charging is currently the only method that uses standardised plugs and sockets. Trickle charging is therefore likely to be the most common method of charging in future. The standards set out below for residential developments are set at a higher level than the other uses due to the duration of charge needed and the ease at which low cost trickle charging points can be integrated into new housing developments. However, commercial land uses such as offices can give rise to long periods of stay making EV charging viable and for some large mixed-use developments, economies of scale may also allow the viable provision of fast and rapid charging.

<table>
<thead>
<tr>
<th>Residential Development</th>
<th>Commercial Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Dwellings:</td>
<td>Individual developments requiring a Travel Plan:</td>
</tr>
<tr>
<td>1 Trickle charging point per dwelling</td>
<td>5% of available spaces to be fitted with a trickle charging point.</td>
</tr>
<tr>
<td>Flats/Apartments</td>
<td>Large Commercial/ Mixed Use Development requiring a Travel Plan:</td>
</tr>
<tr>
<td>20% of available spaces to be fitted with a trickle charging point</td>
<td>3% of available spaces to be fitted with a trickle charging point, plus 2% of available spaces to be fitted with a fast charging point*</td>
</tr>
</tbody>
</table>
Major Commercial Mixed Use Development: On individual merit

* Where non-standard charging plugs are impractical, trickle charging points may be used depending upon the land use.

Figure 1: Parking Standards for Residential Parking

<table>
<thead>
<tr>
<th>Locational Characteristics</th>
<th>Town Centre/ Edge of Centre†</th>
<th>Suburban *†</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 bed residential unit</td>
<td>1 space per unit</td>
<td>1 space per unit (a)</td>
</tr>
<tr>
<td>2 bed residential unit</td>
<td>1.5 space per unit</td>
<td>1.5 space per unit (a)</td>
</tr>
<tr>
<td>3 bed residential unit</td>
<td>2 space per unit</td>
<td>2 space per unit (a)</td>
</tr>
<tr>
<td>4 + bed residential unit</td>
<td>2 space per unit</td>
<td>2 space per unit (a)</td>
</tr>
</tbody>
</table>

NOTE: As set out in policy DM7 - Access and Parking, in areas of parking stress the Council would expect a minimum of 1 space per residential unit.

*Where space permits, it may be appropriate to consider provision for visitors in suburban areas

† For all residential development:
  • Allocated or unallocated parking may be acceptable where appropriate.
  • Where parking is not allocated it should only be available to residents in the proposed development.
  • Garages, open carports and/or car barns will be considered as parking spaces subject to good design (please see the Design and Character SPD for advice).
  It is acknowledged that in certain locations garages may be used for purposes other than parking.

3.12 Minimum Cycle Parking Levels

Cycle parking should be designed and provided in accordance with the appropriate government guidance. Current guidance suggests that such parking should be undercover, lit, secure, adequately signed and as close to the destination as possible (within 20m).

<table>
<thead>
<tr>
<th>Use Class</th>
<th>Minimum Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1 Retail</td>
<td></td>
</tr>
<tr>
<td>Food Retail</td>
<td>1 space per 350m² (out of centre) 1 space per 125m² (town/local centre)</td>
</tr>
<tr>
<td>Classification</td>
<td>Minimum Parking Specifications</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td><strong>Non-food retail</strong></td>
<td>1 space per 1500m² (out of centre) with minimum 4 spaces 1 space per 300m² (town/local centre)</td>
</tr>
<tr>
<td>Garden Centre (can also be classed under sui generic)</td>
<td>1 space per 300m² (min 2 spaces)</td>
</tr>
<tr>
<td>All other retail uses</td>
<td>Individual Assessment</td>
</tr>
<tr>
<td><strong>A4 Food and drink</strong></td>
<td></td>
</tr>
<tr>
<td>Restaurants, snack bars and café’s. For sale &amp; consumption on the premises (if located beyond Town Centre locations)</td>
<td>1 space per 20 seats (min 2 spaces), town centre parking not necessarily required</td>
</tr>
<tr>
<td><strong>A4 Drinking establishments</strong></td>
<td></td>
</tr>
<tr>
<td>Public houses, wine bars or other drinking establishments but not nightclubs (if located beyond Town Centre locations)</td>
<td>1 space per 100m² (min 2 spaces), town centre parking not necessarily required</td>
</tr>
<tr>
<td><strong>A5 Hot Food Takeaways</strong></td>
<td></td>
</tr>
<tr>
<td>For sale &amp; consumption of hot food off the premises (if located beyond Town Centre locations)</td>
<td>1 space per 50m² (min 2 spaces), town centre parking not necessarily required</td>
</tr>
<tr>
<td><strong>B1 Business</strong></td>
<td></td>
</tr>
<tr>
<td>Offices</td>
<td>1 space per 125m² (min 2 spaces) 1 space per 250m² (min 2 spaces)</td>
</tr>
<tr>
<td>Research &amp; development/light industry</td>
<td></td>
</tr>
<tr>
<td><strong>B2 General Industrial</strong></td>
<td>1 space per 500m² (min 2 spaces)</td>
</tr>
<tr>
<td><strong>B8 Storage or distribution (inc. open air storage)</strong></td>
<td>1 space per 500m² (min 2 spaces)</td>
</tr>
<tr>
<td><strong>C1 Hotels/Guest houses</strong></td>
<td>Individual Assessment</td>
</tr>
<tr>
<td><strong>C2 Residential Institutions</strong></td>
<td></td>
</tr>
<tr>
<td>Care homes/Nursing homes</td>
<td>Individual Assessment</td>
</tr>
<tr>
<td>Hospitals</td>
<td>Individual Assessment</td>
</tr>
<tr>
<td>Residential colleges</td>
<td>1 space per 2 students 1 space per 2 staff</td>
</tr>
<tr>
<td>Training Centres</td>
<td>Individual Assessment</td>
</tr>
<tr>
<td><strong>C3 Dwelling houses</strong></td>
<td></td>
</tr>
<tr>
<td>(family houses, up to 6 residents living as a single household, including households where care is provided)</td>
<td>1 space 2 spaces See the Elmbridge Design and Character SPD for further advice on bike storage</td>
</tr>
<tr>
<td>D1 Non-residential institutions</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Day Nurseries/Crèche</td>
<td>1 space per 5 staff plus minimum 2 spaces</td>
</tr>
<tr>
<td>Doctor’s practices</td>
<td>1 space per 2 consulting rooms minimum 2 spaces</td>
</tr>
<tr>
<td>Dentist’s practices</td>
<td>1 space per 2 consulting rooms minimum 2 spaces</td>
</tr>
<tr>
<td>Veterinary practices</td>
<td>1 space per 2 consulting rooms minimum 2 spaces</td>
</tr>
<tr>
<td>Libraries, museums and art galleries</td>
<td>Individual Assessment</td>
</tr>
<tr>
<td>Public halls licensed for entertainment, unlicensed youth and community centres and Scout huts etc</td>
<td>Individual Assessment</td>
</tr>
<tr>
<td>Places of worship</td>
<td>Individual Assessment</td>
</tr>
<tr>
<td>School and colleges</td>
<td>School Travel Plan required, to incorporate a site specific cycle strategy</td>
</tr>
<tr>
<td>D2 Assembly and leisure</td>
<td>Individual Assessment</td>
</tr>
<tr>
<td>Sui Generis and all other uses not mentioned above</td>
<td>Individual Assessment</td>
</tr>
</tbody>
</table>
Appendix 2: Heritage Assets (DM12 - Heritage)

3.13 The Borough’s heritage assets include:

i. **Listed Buildings**

Approximately 750 buildings in Elmbridge are statutorily listed by the Department for Culture, Media and Sport as being of special architectural or historic interest, and are graded according to their importance.

ii. **Conservation Areas**

Statutory areas defined by national planning legislation as having special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance. There are currently 25 designated conservation areas within the Borough, which cover more than 1800 properties.

23 of the 25 conservation areas have conservation area Designation Statements. Character Appraisals and Management Plans (CAMPs) have been prepared for 9 conservation areas:

**Walton**

1. Walton Riverside, CAMP endorsed in April 2013
2. Walton Bridge/Church Street, CAMP endorsed in April 2013

**Weybridge**

3. Weybridge Town Centre, CAMP published December 2006
4. Monument Green, Weybridge, CAMP published December 2006
5. Brooklands, Weybridge
6. Wey Navigation

**Hersham**

7. Whiteley Village, CAMP published 2012
8. Hersham

**East Molesey**

9. Bridge Road, East Molesey, CAMP published April 2006
10. Old Village, East Molesey, CAMP published April 2006
11. East Molesey (Kent Town) Conservation Area, CAMP published December 2011

51. Should any new Conservation Areas be designated these will be outlined on the Council’s website www.elmbridge.gov.uk/planning.
Thames Ditton, Long Ditton, Hinchley Wood and Weston Green

12. Thames Ditton, CAMP published October 2009
13. Giggs Hill Green, CAMP published October 2009
14. Long Ditton
15. Weston Green

Esher

16. Esher Town Centre, CAMP published February 2008
17. West End, Esher
18. Lakeside Drive, Esher

Cobham, Oxshott, Stoke D’Abernon and Cobham Downside

19. Cobham Area
20. Cobham Plough Corner
21. The Tilt, Cobham
22. Downside, Cobham
23. Stoke D’Arbernon, Cobham

Claygate

24. Foley Estate, Claygate
25. Claygate Village

iii. Parks and Gardens of Special Historic Interest

Sites on the Historic Parks and Gardens Register prepared by English Heritage in Elmbridge include:

1. Claremont (Grade I)
2. Painshill (Grade I)
3. Oatlands Park (Grade II)

iv. Scheduled Ancient Monuments (SAM) and County Sites of Archaeological Importance (CSAI)

Archaeological remains of national importance that have special protection under the Ancient Monuments and Archaeological Areas Act 1979. The following archaeological sites in Elmbridge have been identified as of national importance and are given statutory protection, many of which are also designated
as County Sites of Archaeological Importance by Surrey County Council\(^5^2\). These are:

i. Large Multivallate fort on St George’s Hill (SAM and CSAI)
ii. The White Lady, Milestone, junction of Portsmouth Road and Station Road (SAM only)
iii. Brooklands motor track (SAM and CSAI)
iv. Site of Oatlands Palace (SAM and CSAI)
v. Late Roman bath house at Chatley Farm (SAM and CSAI)
vi. The Belvedere, Claremont (SAM and CSAI)
vii. Chatley Semaphore Tower (CSAI only, structure is now a listed building)

\(5^2\) Sites covered by both designations may have a different boundary to each other, with the CSAI boundary often extending beyond the SAM boundary.

v. **Areas of High Archaeological Potential**

Sites that are based on information contained in the Surrey County Council’s Sites and Monuments record where there is evidence for the existence of archaeological remains from maps and previous finds.

vi. **Locally Listed buildings and assets**

Although non-designated these are of local significance and provide a positive contribution to the Borough’s historic environment, there are approximately 350 buildings and a number of other assets are in the process of being identified.
Appendix 3: Views and Landmarks (DM20 - Open space and views)

3.14 Twenty key landmarks and seven strategic views are identified and listed in Core Strategy policy CS14 - Green Infrastructure and on the Policies Map. Descriptions for the views are as follows:

i. River Thames meadowlands from St Mary’s Church, Hampton

Vista lines, also identified in the Thames Landscape Strategy, emanate from St Mary’s Church (Key Landmark 1) and Garrick’s Temple dedicated to Shakespeare (Key Landmark 2), within the London Borough of Richmond upon Thames, and continue south-east to the spire of St Paul’s Church, East Molesey (Key Landmark 3). The view includes mature trees along Hurst Road, Molesey extends across open riverside lands including areas of vegetation within Hurst Meadows District Park, Garrick’s Ait and the River Thames.

ii. Surrey Hills from Hampton Court

This vista line, identified in the Thames Landscape Strategy, emanates from Hampton Court Palace (Key Landmark 5) and the Privy Garden, a Grade I listed building and a Scheduled Ancient Monument of international significance within the London Borough of Richmond upon Thames, and continues due south across the River Thames to the semi natural, riverside banks of Albany Reach and sports facilities at Ditton Field. The view is interrupted by a line of Lombardy poplars with glimpses beyond of the distant Surrey Hills on the skyline.

iii. Talman vista from Hampton Court towards Surbiton Water Treatment Works

This vista line, also identified in the Thames Landscape Strategy, emanates from Hampton Court Palace (Key Landmark 5), within the London Borough of Richmond upon Thames, and continues south-east following an avenue of lime trees within the Royal Park grounds over the River Thames and its settling basins terminating at the Seething Wells Pumping Station, a Grade II listed building (Key Landmark 6).

iv. Broadwater Farm and Thames floodplain from the Terrace, at the Oatlands Park Hotel

A mostly rural, panoramic, view to the north-west from the terrace of the Oatlands Park Hotel (Key Landmark 9) of open farmland within the Thames floodplain. The view includes trees on the slope of the river terrace within the hotel grounds, and parkland trees around the Broadwater Lake in the foreground. Beyond are farm buildings in the middle distance, and far views of high rise buildings at Sunbury...
Cross and the Grandstand at Kempton Park which are within the Borough of Spelthorne.

v. Valley of the River Mole from The Ledges at Esher

There is a wide panoramic view from the public footpaths along the Ledges, Esher. In the foreground there are glimpsed views of open arable land with associated farm buildings from the steep, wooded slopes of the river terrace and in the background there are further wooded slopes. Even though pylons traverse the area, it is considered that the views merits protection. Glimpsed views can be seen of Whiteley Village (Key Landmark 17) and the American Community School due west; Hersham Parish Church (Key Landmark 13) and the residential properties of Hersham due north-west; and Hersham Air Products, the Hersham Centre and Paul Vanson Court, Hersham due north.

vi. Winey Hill from Telegraph Hill, Hinchley Wood

There is a wide panoramic view to the south-east, although restricted by tree growth, from the public footpaths at Telegraph Hill, Hinchley Wood. In the foreground there are glimpsed views of open arable land and Claygate Village and in the background views of Ruxley Towers (Key Landmark 16), and the vegetation at Winey Hill, which is within the Royal Borough of Kingston upon Thames.

vii. Dorking Gap from Oxshott Heath

Panoramic view due south and south-east of the North Downs, bisected by the Dorking Gap and including the spire of Ranmore Church within the District of Mole Valley approximately 10 miles distant. The view in the foreground is of the open heathland and woodland of Oxshott Heath with limited visibility of the residential properties of Oxshott.
## Appendix 4: Schedule of replaced policies from the Replacement Elmbridge Borough Local Plan 2000

<table>
<thead>
<tr>
<th>REBLP 2000 Policy</th>
<th>Superseded by DM policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEN7: Mixed use development schemes</td>
<td>DM3 - Mixed uses</td>
</tr>
<tr>
<td>GEN11: Comprehensive development</td>
<td>DM4 - Comprehensive development</td>
</tr>
<tr>
<td>GRB1: Definition of Green Belt boundary</td>
<td>DM17 - Green Belt (development of new buildings)</td>
</tr>
<tr>
<td>GRB5: Extension/replacement of a dwelling in the Green Belt</td>
<td>DM18 - Green Belt (development of existing buildings)</td>
</tr>
<tr>
<td>GRB15: The protection and retention of existing woodland</td>
<td>DM21 - Nature conservation and biodiversity</td>
</tr>
<tr>
<td>GRB17: Built development for outdoor sport in the Green Belt</td>
<td>DM17 - Green Belt (development of new buildings)</td>
</tr>
<tr>
<td>GRB19: Equestrian centres</td>
<td>DM19 - Horse-related uses and development</td>
</tr>
<tr>
<td>GRB20: Stables and loose boxes</td>
<td>DM19 - Horse-related uses and development</td>
</tr>
<tr>
<td>GRB27: Development of land adjoining the Green Belt</td>
<td>DM2 - Design and amenity</td>
</tr>
<tr>
<td>HSG8: Loss of residential accommodation</td>
<td>DM10 - Housing</td>
</tr>
<tr>
<td>HSG12: Conversion of existing units to form larger or smaller dwellings</td>
<td>DM10 - Housing</td>
</tr>
<tr>
<td>HSG15: Ancillary residential accommodation</td>
<td>DM10 - Housing</td>
</tr>
<tr>
<td>HSG16: Design and layout of residential development</td>
<td>DM2 - Design and amenity</td>
</tr>
<tr>
<td>HSG18: Development of land located to the rear of existing residential properties</td>
<td>DM10 - Housing</td>
</tr>
<tr>
<td>HSG19: Garaging and car parking</td>
<td>DM7 - Access and parking</td>
</tr>
<tr>
<td>HSG20: Extensions and alterations to existing dwellings</td>
<td>DM2 - Design and amenity</td>
</tr>
<tr>
<td>HSG23: Non residential development in residential areas</td>
<td>DM2 - Design and amenity</td>
</tr>
<tr>
<td>ELE5: Employment development and residential amenity</td>
<td>DM2 - Design and amenity</td>
</tr>
<tr>
<td>ELE8: Working from a dwelling</td>
<td>DM11 - Employment</td>
</tr>
<tr>
<td>STC10: Takeaway hot food shops, cafés, restaurants etc</td>
<td>DM14 - Evening economy</td>
</tr>
<tr>
<td>STC11: Vehicle hire premises</td>
<td>DM14 - Evening economy</td>
</tr>
<tr>
<td>ENV2: Standard of design</td>
<td>DM2 - Design and amenity</td>
</tr>
<tr>
<td>ENV3: Safe and secure environments</td>
<td>DM2 - Design and amenity</td>
</tr>
<tr>
<td>ENV5: External staircases</td>
<td>DM2 - Design and amenity</td>
</tr>
<tr>
<td>ENV8: Partial demolition of sites</td>
<td>DM4 - Comprehensive development</td>
</tr>
<tr>
<td>ENV9: Provision of domestic recycling facilities</td>
<td>DM8 - Refuse and recycling</td>
</tr>
<tr>
<td>ENV11: Landscape considerations in the development process</td>
<td>DM6 - Landscape and trees</td>
</tr>
<tr>
<td>ENV12: Retention of trees on development sites</td>
<td>DM6 - Landscape and trees</td>
</tr>
<tr>
<td>ENV21: Light pollution</td>
<td>DM5 - Pollution</td>
</tr>
<tr>
<td>ENV22: Floodlighting</td>
<td>DM5 - Pollution</td>
</tr>
<tr>
<td>ENV25: Commercial Telecommunications Development</td>
<td>DM16 - Telecommunications</td>
</tr>
<tr>
<td>ENV27: Strategic views and key landmarks</td>
<td>DM20 - Open space and views</td>
</tr>
<tr>
<td>ENV28: Strategic Open Urban Land</td>
<td>DM20 - Open space and views</td>
</tr>
<tr>
<td>ENV31: Development affecting internationally designated sites</td>
<td>DM21 - Nature conservation and biodiversity</td>
</tr>
<tr>
<td>ENV32: Development affecting nationally designated sites</td>
<td>DM21 - Nature conservation and biodiversity</td>
</tr>
<tr>
<td>ENV33: Development affecting locally designated sites</td>
<td>DM21 - Nature conservation and biodiversity</td>
</tr>
<tr>
<td>HEN5: Advertisements on a listed building</td>
<td>DM15 - Advertisements, shopfronts and signage</td>
</tr>
<tr>
<td>HEN8: Locally listed buildings and features</td>
<td>DM12 - Heritage</td>
</tr>
<tr>
<td>HEN11: Development within conservation areas</td>
<td>DM12 - Heritage</td>
</tr>
<tr>
<td>HEN13: Shopfronts within a conservation area</td>
<td>DM15 - Advertisements, shopfronts and signage</td>
</tr>
<tr>
<td>HEN14: Blinds or canopies in a conservation area</td>
<td>DM15 - Advertisements, shopfronts and signage</td>
</tr>
<tr>
<td>HEN16: Areas of archaeological importance</td>
<td>DM12 - Heritage</td>
</tr>
<tr>
<td>HEN17: Development within areas of high archaeological potential</td>
<td>DM12 - Heritage</td>
</tr>
<tr>
<td>HEN18: Parks and gardens of special historic interest</td>
<td>DM12 - Heritage</td>
</tr>
<tr>
<td>RTT2: Development within or conspicuous from the Thames Policy Area</td>
<td>DM13 - Riverside development and uses</td>
</tr>
<tr>
<td>RTT3: Loss of riverside uses and features</td>
<td>DM13 - Riverside development and uses</td>
</tr>
<tr>
<td>RTT6: Land adjacent to the River Thames</td>
<td>DM13 - Riverside development and uses</td>
</tr>
<tr>
<td>RTT7: Riverside development</td>
<td>DM13 - Riverside development and uses</td>
</tr>
<tr>
<td>----------------------------</td>
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</tr>
<tr>
<td>RTT8: Public access to the riverside</td>
<td>DM22 - Recreational uses of waterways</td>
</tr>
<tr>
<td>RTT9: Hire bases for motorised craft</td>
<td>DM22 - Recreational uses of waterways</td>
</tr>
<tr>
<td>RTT10: Permanent mooring of houseboats</td>
<td>DM22 - Recreational uses of waterways</td>
</tr>
<tr>
<td>RTT11: Recreational opportunities</td>
<td>DM22 - Recreational uses of waterways</td>
</tr>
<tr>
<td>RTT12: Recreational use of reservoirs</td>
<td>DM22 - Recreational uses of waterways</td>
</tr>
<tr>
<td>LER7: Footpath and bridleways</td>
<td>DM19 - Horse-related uses and development</td>
</tr>
<tr>
<td>LER9: Horse rides</td>
<td>DM19 - Horse-related uses and development</td>
</tr>
<tr>
<td>LER12: Arts and cultural facilities</td>
<td>DM9 - Social and community facilities</td>
</tr>
<tr>
<td>COM3: Provision of health service facilities</td>
<td>DM9 - Social and community facilities</td>
</tr>
<tr>
<td>COM4: Provision of educational facilities</td>
<td>DM9 - Social and community facilities</td>
</tr>
<tr>
<td>COM5: Provision of day nursery and childcare facilities</td>
<td>DM9 - Social and community facilities</td>
</tr>
<tr>
<td>MOV2: The movement implications of development</td>
<td>DM7 - Access and parking</td>
</tr>
<tr>
<td>MOV4: Traffic impact of development proposals</td>
<td>DM7 - Access and parking</td>
</tr>
<tr>
<td>MOV6: Off street parking</td>
<td>DM7 - Access and parking</td>
</tr>
<tr>
<td>MOV7: Servicing facilities</td>
<td>DM7 - Access and parking</td>
</tr>
<tr>
<td>MOV10: Cycling facilities</td>
<td>DM7 - Access and parking</td>
</tr>
<tr>
<td>MOV13: Loss of station car parking</td>
<td>DM7 - Access and parking</td>
</tr>
<tr>
<td>MOV19: Public off street parking</td>
<td>DM7 - Access and parking</td>
</tr>
</tbody>
</table>
## Appendix 5: Schedule of deleted policies from the Replacement Elmbridge Borough Local Plan 2000

<table>
<thead>
<tr>
<th>REBLP Policy</th>
<th>Reason for deletion</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRB4: Countryside management</td>
<td>Not a ‘development management’ policy</td>
</tr>
<tr>
<td>GRB23: Brooklands College major developed site in the Green Belt</td>
<td>To Settlement ID Plans</td>
</tr>
<tr>
<td>GRB25: Plotland areas</td>
<td>Designation removed</td>
</tr>
<tr>
<td>HSG4: Major allocated housing sites</td>
<td>To Settlement ID Plans</td>
</tr>
<tr>
<td>HSG17: Special low density areas</td>
<td>To Settlement ID Plans and in Design &amp; Character SPD</td>
</tr>
<tr>
<td>ENV6: Provision of environmental art through development</td>
<td>To Settlement ID Plans</td>
</tr>
<tr>
<td>ENV10: Environmental improvement schemes</td>
<td>To Settlement ID Plans</td>
</tr>
<tr>
<td>HEN9: Designation and review of conservation areas</td>
<td>Not a ‘development management’ policy. This will be included in the future Heritage Strategy</td>
</tr>
<tr>
<td>RTT13: Environmental improvement schemes for the Thames and tributaries</td>
<td>To Settlement ID Plans</td>
</tr>
<tr>
<td>LER2: New parks and extensions to parks</td>
<td>To Settlement ID Plans</td>
</tr>
<tr>
<td>LER4: Residential development and public outdoor playing space and facilities provision</td>
<td>Dealt with adequately by Core Strategy policy CS14 - Green Infrastructure, which requires public on-site facilities on schemes over 50 dwellings, where appropriate</td>
</tr>
<tr>
<td>LER14: Hotels, guest houses, bed and breakfast accommodation</td>
<td>Dealt with adequately by Core Strategy policy CS24 - Hotels &amp; Tourism and will be subject to generic DM policies on design and parking</td>
</tr>
<tr>
<td>LER15: Camping and caravan sites</td>
<td>Policy rarely, if ever, used and other policies can cover its provisions (eg Green Belt, landscape and access)</td>
</tr>
<tr>
<td>MOV15: Development generating or attracting HGVs</td>
<td>Dealt with adequately by Core Strategy policy on Travel and Accessibility- CS25</td>
</tr>
<tr>
<td>MOV17: Major highway proposal – Walton Bridge</td>
<td>Project completed</td>
</tr>
<tr>
<td>MOV20: Motorway service area proposals</td>
<td>Project completed</td>
</tr>
<tr>
<td>MOV22: Wellington Way and Sopwith Drive, Brooklands</td>
<td>Not a ‘development management’ policy</td>
</tr>
</tbody>
</table>
Appendix 6: Additional Indicators

3.15 Monitoring is an essential part of the Local Plan process. It allows us to analyse housing, economic, environmental and social performance which, in turn, helps us to measure the effectiveness of our policies and strategies. The following series of additional indicators have been created to help in assessing the effectiveness of the Development Management Plan in meeting the overarching objectives of the Local Plan.

3.16 Performance of the Local Plan will be assessed on an annual basis through the Authority’s Monitoring Report (AMR).

<table>
<thead>
<tr>
<th>Policy</th>
<th>Policy Title</th>
<th>Core Strategy Objective</th>
<th>Indicator/s</th>
<th>Source</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>DM1</td>
<td>Presumption in favour of sustainable development</td>
<td>1</td>
<td>-Total number of planning appeals p.a and proportion dismissed.</td>
<td>Annual review of planning appeals</td>
<td>Assessment of all targets within the monitoring framework</td>
</tr>
<tr>
<td>DM2</td>
<td>Design and amenity</td>
<td>2/3/5/7/16</td>
<td>-Proportion of appeals dismissed for development that fails to achieve a high standard of design and layout and or privacy and amenity</td>
<td>Annual review of planning appeals</td>
<td>100% dismissed at appeal.</td>
</tr>
<tr>
<td>DM3</td>
<td>Mixed Uses</td>
<td>4/5/9/10/11/12/15/17</td>
<td>-Appeals dismissed for proposals detrimental to town centre vitality and viability - Number of planning permissions granted for major development in town centres with only one use</td>
<td>Annual review of planning appeals</td>
<td>100% dismissed at appeal. No wholly residential town centre permissions</td>
</tr>
<tr>
<td>DM4</td>
<td>Comprehensive development</td>
<td>4/5/9/10/11/15</td>
<td></td>
<td>Measured through existing indicators</td>
<td></td>
</tr>
</tbody>
</table>
| DM5 | Pollution | 7 | -Per capita reduction in CO2 emissions in the Borough.  
- Appeals dismissed which are considered to contravene/fail to achieve pollution related standards within DM5 | Environmental Services monitoring of emissions  
Annual review of planning appeals | -Continued reduction -100% dismissed |
| DM6 | Landscape and trees | 8 | -Appeals dismissed for applications considered to have a negative impact on the Boroughs landscape and trees. | Annual review of planning appeals | 100% dismissed |
| DM7 | Access and parking | 3/4/5 | -Number of planning permissions granted which accord with Elmbridge Parking Standards | Annual review of planning permissions | All permitted applications accord with parking standards |
| DM8 | Refuse, recycling and external plant | 18 | Measured through existing indicators | | |
| DM9 | Social and community facilities | 10/13/17/18 | - Planning permissions granted for the provision or improvement of social and community facilities | Annual review of planning permissions | Net increase in number of community uses within Elmbridge |
| DM10 | Housing | 9/10/11/12/13 | -Proportion of residential units permitted below minimum space standards  
- Number of units permitted on garden land | Annual review of planning permissions | All new residential units delivered to minimum space standards |
<p>| DM11 | Employment | 4/5/15/17 | Measured through existing indicators | | |</p>
<table>
<thead>
<tr>
<th>DM12</th>
<th>Heritage</th>
<th>2</th>
<th>Number of planning permissions granted involving the significant harm to, or loss of a designated heritage asset.</th>
<th>Annual review of planning permissions</th>
<th>None, except where justified in accordance with the policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>DM13</td>
<td>Riverside development and uses</td>
<td>7/16</td>
<td>Number of planning permissions granted which secure river restoration or enhancement or impact on the Boroughs riverside areas</td>
<td>Annual review of planning permissions</td>
<td>100% of permissions granted having a positive impact on the Boroughs riverside areas as set out in DM13.</td>
</tr>
<tr>
<td>DM14</td>
<td>Evening Economy</td>
<td>3/15/16/17</td>
<td>Proportion of planning applications considered detrimental to town centre vitality and viability dismissed at appeal</td>
<td>Annual review of planning appeals</td>
<td>100% dismissed</td>
</tr>
<tr>
<td>DM15</td>
<td>Advertisements, shop fronts and signage</td>
<td>17</td>
<td>Proportion of planning applications for inappropriate advertisements dismissed at appeal</td>
<td>Annual review of planning appeals</td>
<td>100% dismissed</td>
</tr>
<tr>
<td>DM16</td>
<td>Telecommunications</td>
<td>15/18</td>
<td>Proportion of planning applications for inappropriate telecommunications development dismissed at appeal</td>
<td>Annual review of planning appeals</td>
<td>100% dismissed</td>
</tr>
<tr>
<td>DM17</td>
<td>Green Belt (development of new buildings)</td>
<td>8/18</td>
<td>-Planning permissions granted for new buildings in the Green Belt</td>
<td>Annual review of planning permissions</td>
<td>100% of permissions accord with policy for the Green Belt, including demonstrating very special circumstances where necessary</td>
</tr>
<tr>
<td>DM18</td>
<td>Green Belt (development of existing buildings)</td>
<td>2/8</td>
<td>-Planning permissions granted for replacement dwellings in the Green Belt - Planning permissions granted for extensions in the Green Belt - Proportion of planning permissions allowed above permitted volume and foot print limits</td>
<td>Annual review of planning permissions and planning appeals</td>
<td>100% of permissions accord with policy for the Green Belt, including demonstrating very special circumstances where necessary</td>
</tr>
<tr>
<td>DM19</td>
<td>Horse-related uses and development</td>
<td>3</td>
<td>-Total number of permissions granted for horse related activity - Proportion granted at appeal</td>
<td>Annual review of planning permissions and planning appeals</td>
<td>No horse related development granted at appeal</td>
</tr>
<tr>
<td>DM20</td>
<td>Open Space and views</td>
<td>2/8</td>
<td></td>
<td>Measured through existing indicators</td>
<td></td>
</tr>
<tr>
<td>DM21</td>
<td>Nature conservation and biodiversity</td>
<td>7/8</td>
<td></td>
<td>Measured through existing indicators</td>
<td></td>
</tr>
<tr>
<td>DM22</td>
<td>Recreational uses of waterways</td>
<td>7/16</td>
<td>-Planning permissions granted which support the recreational use of the Boroughs waterways.</td>
<td>Annual review of planning applications</td>
<td>100% of permissions maintain and enhance recreational activity on the Boroughs waterways in accordance with DM22</td>
</tr>
</tbody>
</table>
Elmbridge Local Plan

Development Management Plan: Consolidated Schedule of Minor Amendments

October 2014
Contact Details:

Planning Policy Team
Planning Services
Elmbridge Borough Council
Civic Centre
High Street
Esher
KT10 9SD

Telephone: (01372) 474787

Website: http://www.elmbridge.gov.uk/planning
Email: tplan@elmbridge.gov.uk
## Schedule of minor amendments to the Development Management Plan

Key:
- **Underlining** indicates type will be added to the final version of the document.
- **Strikethrough** indicates where text will be deleted.
- **Hatching** indicates where an amendment has been take forward or superseded by a main modification

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Section</th>
<th>Paragraph Number or Policy Number</th>
<th>Minor Amendment</th>
<th>Justification for Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH1</td>
<td>Universal Policies</td>
<td>DM4</td>
<td>Add reference to Core Strategy Policy CS21 ‘Affordable Housing’ in the Core Strategy links box (following para 2.14)</td>
<td>Clarification. Addresses point made in ID80</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
<td>Core Strategy links</td>
<td>CS1 - Spatial Strategy</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Core Strategy links</td>
<td>CS2 - Housing Provision, Location and Distribution</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Core Strategy links</td>
<td>CS16 - Social and Community Infrastructure</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Core Strategy links</td>
<td>CS21 – Affordable Housing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Framework paragraphs</td>
<td>17 (8th, 9th and 11th bullets)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other documents or guidance</td>
<td>Settlement ID Plans, SHELAA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CH2</td>
<td>Universal Policies</td>
<td>DM5</td>
<td>Add a footnote reference to the Water Framework Directive (WFD), reading as below:</td>
<td>Clarification, addresses point raised by ID46</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>The specific requirements for tackling water pollution are set out by the EU</td>
<td></td>
</tr>
<tr>
<td>Ref.</td>
<td>Section</td>
<td>Paragraph Number or Policy Number</td>
<td>Minor Amendment</td>
<td>Justification for Change</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Water Framework Directive (WFD). Each EU member state has incorporated the WFD requirements into their own national laws. In the UK this has been realized through the Flood and Water Management Act 2010 and additional legislation on drinking water and ground water.</td>
<td></td>
</tr>
<tr>
<td>CH3</td>
<td>Making Places</td>
<td>DM10</td>
<td>Minor amendment to part c of policy “Minimum standards will be applied to all new housing development (including conversions) in line with the table below, unless these are superseded by nationally applicable standards”.</td>
<td>Clarification, addresses point raised by ID54</td>
</tr>
</tbody>
</table>
| CH4  | Making Places | DM10 | Insert footnote related to CH3 above, to refer to the DCLG housing standards review:  
1. The Space Standards set out a minimum requirement of provision for C3 use class residential properties only. These are intended to be a minimum standard which developers should exceed where possible. The intended number of occupants should be indicated on the planning application form. The standards may be superseded upon formal completion of the Department for Communities and Local Government’s review of Housing Standards. | Clarification, addresses point raised by ID54 |
| CH5  | Making Places | DM10 | Add ‘sq m’ after GIA in the table header to read:  
<p>|     |         |                                  | Dwelling type bedroom (b)/ persons – bedspaces (p) | Gross Internal Area (GIA) Sqm | Clarification, addresses point raised by ID17 |
| CH6  | Making | DM10 | Add footnote linking from para 2.41 to define that 10 units is the Government | |</p>
<table>
<thead>
<tr>
<th>Ref.</th>
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<th>Justification for Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Places</td>
<td></td>
<td>The Government define major development as that consisting of 10 or more residential units. See Statutory Instrument SI 2010/2184</td>
<td>addresses point raised in ID5</td>
</tr>
<tr>
<td>CH7</td>
<td>Making Places</td>
<td>DM10</td>
<td>Minor amendment to part e of the policy, to delete the words in strikethrough Ancillary residential extensions, including 'granny annexes' and staff accommodation should be subservient to the main dwelling and be capable of incorporation into the main house if no longer required. Freestanding units that can demonstrate they are genuinely ancillary to the occupation of the main house will be considered in light of the character and amenities of the area and may be subject to conditions restricting their occupancy” Separate, freestanding, independent accommodation will be treated in the same way as a proposal for a new dwelling</td>
<td></td>
</tr>
<tr>
<td>CH8</td>
<td>Making Places</td>
<td>DM12</td>
<td>Minor amendment to part a i of the policy, to read Development to, or within the curtilage or vicinity of, a listed building or structure should preserve or enhance its special architectural interest and its historic setting.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Clarification, addressing points raised in ID67</td>
<td></td>
</tr>
</tbody>
</table>

Clarification, addressing point raised in ID94 to be consistent with the Planning (Listed Buildings and Conservation Areas) Act 1990 Section 1990.
<table>
<thead>
<tr>
<th>Ref.</th>
<th>Section</th>
<th>Paragraph Number or Policy Number</th>
<th>Minor Amendment</th>
<th>Justification for Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH9</td>
<td>Making Places</td>
<td>DM13</td>
<td>a. Sympathetically reflect their riverside location and respect the riverside outlook and orientation, protecting and enhancing the individuality and character of the river and its landscape in accordance with the Thames Landscape Strategy, including views and vistas. This is particularly relevant to development proposals that are within or conspicuous from the Thames Policy Area or fall within or adjacent to conservation areas. In all riverside locations, it will be appropriate for a strip of land to be retained free of development to maintain the open character of the riverside as well as providing important maintenance space and public access, where present, in the interests of biodiversity and alleviating flood risk.</td>
<td>Clarification to address point raised in ID77</td>
</tr>
<tr>
<td>CH10</td>
<td>Making Places</td>
<td>DM13</td>
<td>f. Take into account the changing situation with respect to guidance relating to water movement, flood risk, climate change, biodiversity and navigation. All development proposals within a high flood risk area will need to take account of Core Strategy policy CS26 Flooding and other national guidance.</td>
<td>Clarification addressing point raised in ID81</td>
</tr>
<tr>
<td>CH12</td>
<td>Making Places</td>
<td>DM16 Para 2.72</td>
<td>2.72 The policy highlights those areas in Elmbridge where new telecommunication development should be avoided due to their unique</td>
<td>Clarification addressing</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Ref.</th>
<th>Section</th>
<th>Paragraph Number or Policy Number</th>
<th>Minor Amendment</th>
<th>Justification for Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH13</td>
<td>Making Places</td>
<td>DM16</td>
<td>character, unless there is evidence that it is technically impractical to do so. Telecommunication equipment in these areas may appear visually intrusive in these settings and hence should be avoided.</td>
<td>point raised in ID39</td>
</tr>
<tr>
<td>CH14</td>
<td>Open Spaces</td>
<td>DM20 Para 2.90</td>
<td>&quot;The open space within Elmbridge is essential to its character and contributes to the quality of the landscape and the network of green infrastructure. It is very important to local people, who enjoy the visual benefits, wildlife habitats and the recreation function it provides. In addition, open spaces are also beneficial in helping to minimise flood risk.</td>
<td>Clarification to address point raised in ID50</td>
</tr>
<tr>
<td>CH15</td>
<td>Open Spaces</td>
<td>DM20 Para 2.90</td>
<td>Remainder of old paragraph 2.90 becomes a new Paragraph 2.91 2.91 Whilst enjoying similar benefits, Green Belt serves five distinct purposes that are not shared by land in more urban and residential parts of the Borough….</td>
<td>Linked to CH14</td>
</tr>
<tr>
<td>CH16</td>
<td>Open Spaces</td>
<td>DM20</td>
<td>Paragraph 2.91 then becomes 2.92; 2.92 becomes 2.93 and 2.93 becomes 2.94</td>
<td>Linked to CH14</td>
</tr>
<tr>
<td>CH17</td>
<td>Open Spaces</td>
<td>DM21</td>
<td>Paragraph numbers changed as a result of amendment in DM20. Paragraphs 2.94-2.96 are now 2.95-2.97. No changes have been made to the text</td>
<td>Linked to CH14</td>
</tr>
<tr>
<td>Ref.</td>
<td>Section</td>
<td>Paragraph Number or Policy Number</td>
<td>Minor Amendment</td>
<td>Justification for Change</td>
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<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>CH18</td>
<td>Open Spaces</td>
<td>DM22</td>
<td>Minor amendment to part b of the policy: “Encouraging recreational use of reservoirs, subject to the effective operation of the reservoir, water safety, health considerations…..”</td>
<td>Clarification addressing point raised in ID70</td>
</tr>
<tr>
<td>CH19</td>
<td>Open Spaces</td>
<td>DM22</td>
<td>Paragraph numbers changed as a result of amendment to DM20. Paragraphs 2.97 – 2.101 become 2.98 - 2.102. No changes made to the content of old paragraph numbers 2.97, 2.99, 2.100 and 2.101</td>
<td>Linked to CH14</td>
</tr>
<tr>
<td>CH20</td>
<td>Open Spaces</td>
<td>DM22 Para 2.98</td>
<td>2.98 Apart from the Knight and Bessborough Reservoirs, which are in regular operational use as water supply reservoirs with access prohibited, the Council will ensure that the Borough’s other reservoirs can be used for recreational pursuits provided that they meet the detailed requirements in criterion (b). Many of these contain areas of nature conservation and these will require protection. In addition, recreation uses should not conflict with the primary function of the reservoir, namely being the supply of water.</td>
<td>Clarification addressing point raised in ID70</td>
</tr>
<tr>
<td>CH21</td>
<td>Policies Map</td>
<td></td>
<td>If and when the DM plan is found sound, an amendment will be made to the policies map to take account of the designation of Lakeside Drive Conservation Area in Esher.</td>
<td>Noted internally</td>
</tr>
<tr>
<td>Ref.</td>
<td>Section</td>
<td>Paragraph Number or Policy Number</td>
<td>Minor Amendment</td>
<td>Justification for Change</td>
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<td></td>
<td></td>
<td>99-104</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other documents or guidance</td>
<td>Design And Character SPD including Companion Guides for the Character of Elmbridge, all 8 settlements and Home Extensions</td>
<td></td>
</tr>
<tr>
<td>CH23</td>
<td>Making Places</td>
<td>Policy DM13 Text Box on page 46</td>
<td>Core Strategy Links</td>
<td>Improved signposting to Core Strategy policies</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>CS1 – Spatial Strategy</td>
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<td></td>
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<td>CS12 – River Thames and its Tributaries</td>
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<td>CS14 – Green Infrastructure</td>
<td></td>
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<td>CS15 – Biodiversity</td>
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<td></td>
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<td>CS17 – Local Character, Density and Design</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>CS26 - Flooding</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Framework paragraphs</td>
<td>73, 74, 75, 77, 165</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other documents or guidance</td>
<td>Thames Landscape Strategy, Design and Character SPD</td>
<td></td>
</tr>
<tr>
<td>CH24</td>
<td>Making Places</td>
<td>Policy DM14</td>
<td>Remove the words “in the evening” at the end of part (a) of the policy. a. The Council will support new uses that contribute to the economy in appropriate locations, including takeaway hot food shops, restaurants, taxi/minicab premises and associated development, unless they result in a</td>
<td>Improved clarity</td>
</tr>
<tr>
<td>Ref.</td>
<td>Section</td>
<td>Paragraph Number or Policy Number</td>
<td>Minor Amendment</td>
<td>Justification for Change</td>
</tr>
<tr>
<td>------</td>
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<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>CH25</td>
<td>Making Places</td>
<td>Policy DM15 Para 2.66 in supporting text</td>
<td>2.66 As well as ensuring shopfronts are of a high quality design, the policy also aims to ensure all associated advertising on shopfronts such as illuminated fascia boards, projecting signs, freestanding displays and forecourt seating/structures are also appropriate to the character of the area. The size, scale, illumination and design of some of these may not be appropriate in areas of special control because of the likely impact. Similarly, some canopies will not be suitable in sensitive areas, such as non-retractable ‘Dutch blinds’ which often have a high gloss finish and do not represent high quality design. Whether blinds, canopies or shutters are acceptable in principle will be dependent on the character of the street scene and the presence of other similar features within the locality</td>
<td>Improved clarity</td>
</tr>
<tr>
<td>CH26</td>
<td>Open Spaces</td>
<td>Policy DM18</td>
<td>Add a footnote to Part E of the policy at end of first sentence: “This does not preclude features such as internal connections to the rest of the house”</td>
<td>Improved clarity</td>
</tr>
<tr>
<td>CH27</td>
<td>Open Spaces</td>
<td>Policy DM21 Text box on page 65</td>
<td>Insert reference to CS13 in the text box</td>
<td>Improved signposting to Core Strategy policies</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Core Strategy links</strong></td>
<td></td>
</tr>
</tbody>
</table>
|      |                  |                                  | CS13 – Thames Basin Heaths Special Protection Area  
CS14 – Green Infrastructure  
CS15 – Biodiversity                                                                                                                                                        |                                               |
<p>|      |                  |                                  | <strong>Framework paragraphs</strong>                                                                                                                                                      |                                               |
|      |                  |                                  | 109,110,111,112,113,114,117,118,119                                                                                                                                            |                                               |
|      |                  |                                  | <strong>Other documents or guidance</strong>                                                                                                                                               |                                               |
|      |                  |                                  | Surrey Biodiversity Action Plan                                                                                                                                               |                                               |</p>
<table>
<thead>
<tr>
<th>Ref.</th>
<th>Section</th>
<th>Paragraph Number or Policy Number</th>
<th>Minor Amendment</th>
<th>Justification for Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH28</td>
<td>Appendix 1</td>
<td>Page 72, para 3.2 in supporting text</td>
<td>Amend paragraph 3.2 so that it reads as follows: &quot;As a starting point, for non-residential development, an additional 5% of the total number of parking spaces agreed should be …&quot;</td>
<td>Improved clarity</td>
</tr>
<tr>
<td>CH29</td>
<td>Appendix 1</td>
<td>Page 74</td>
<td>Rename ‘Parking Standards for Residential Parking ‘ to “Figure 1 – Parking Standards for Residential Parking”</td>
<td>Improved clarity</td>
</tr>
<tr>
<td>CH30</td>
<td>Appendix 1</td>
<td>Page 74</td>
<td>Replace existing table and explanatory text with table and explanatory text:</td>
<td>Improved clarity</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Characteristics</td>
<td>Town Centre/ Edge of Centre†</td>
<td>Suburban*†</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 bed residential unit</td>
<td>1 space per unit</td>
<td>1 space per unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 bed residential unit</td>
<td>1.5 spaces per unit</td>
<td>1.5 spaces per unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 bed residential unit</td>
<td>2 spaces per unit</td>
<td>2 spaces per unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 bed residential unit</td>
<td>2 spaces per unit</td>
<td>2 spaces per unit</td>
<td></td>
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</tr>
</tbody>
</table>

*Where space permits it may be appropriate to consider provision for visitors in suburban areas. † For all residential development:
- Allocated or unallocated parking may be acceptable where appropriate.
- Where parking is not allocated it should only be available to residents in the proposed development.
- Garages, open car ports and/or car barns will be considered as parking spaces subject to good design (please see the Design and Character SPD for advice). It is acknowledged that in certain locations garages may be used for purposes other than parking.
<table>
<thead>
<tr>
<th>Ref.</th>
<th>Section</th>
<th>Paragraph Number or Policy Number</th>
<th>Minor Amendment</th>
<th>Justification for Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH31</td>
<td>Appendix 2</td>
<td>Page 77</td>
<td>Update list of heritage assets in appendix 2 – line 3 of section ii. Conservation Areas replacing reference to 24 “There are currently 25 designated conservation areas…” And “23 of 24 25 conservation areas” in the next paragraph</td>
<td>General updating to reflect designation of Lakeside Drive during 2013/14.</td>
</tr>
</tbody>
</table>
| CH32     | Appendix 2  | Page 77                          | Add footnote page 79 after “… which cover more than 1800 properties”  
1Should any new Conservation Areas be designated these will be outlined on the Council’s website www.elmbridge.gov.uk/planning | Improved clarity                                            |
| CH33     | Appendix 2  | Page 78                          | Update section for Esher to add  
18. Lakeside Drive, Esher  
NB: This will see +1 added to the numbering for subsequent conservation areas in Claygate, Cobham, Oxshott, Stoke D’Abernon and Downside | General updating to reflect designation of Lakeside Drive during 2013/14. |
<p>| EMA1     | Response to Matter 2, Question 1  | DM1, Paragraph 2.1 | Amend paragraph 2.1 to read: “As shown in the diagram on Page 3, Ppolicies within the different documents which comprise the Local Plan combine to deliver a positive approach in favour of sustainable development. This policy sets out this clear presumption in favour of sustainable development as required by the National Planning Policy Framework, and establishes how it will be applied…..” | Updated to reflect latest Local Development Scheme and national policy |</p>
<table>
<thead>
<tr>
<th>EMA2</th>
<th>Response to Matter 2.1</th>
<th>Local Plan Diagram, Page 3</th>
<th>Replace diagram on current page 3 with an updated version to take account of the contents of the 2014/17 LDS.</th>
<th>Updated to reflect latest Local Development Scheme</th>
</tr>
</thead>
</table>
| EMA3 | Response to Matters 2.1/2.2 | Policy DM1, Part C ii) | Insert footnote linking to the word ‘restricted’ as follows:  
1 “For example, those policies relating to sites protected under the Birds and Habitats Directives (see NPPF paragraph 119) and/or designated as Sites of Special Scientific Interest; land designated as Green Belt, Local Green Space, an Area of Outstanding Natural Beauty; designated heritage assets; and locations at risk of flooding.” | Improved clarity and signposting |
| EMA4 | Policy DM2, Part c | Proposals should take account of landform, layout, building orientation massing and landscape to minimise energy and water consumption, incorporating sustainable design and construction requirements as set out in the sustainability section of chapter 5 of the Design and Character SPD” | Improved clarity |
| EMA5 | Response to Matter 2 Question 7 | Policy DM21, point (c) | Insert following footnote linking to the word ‘legislation’:  
In particular, the Birds and Habitats Directives and associated UK Regulations. | Improved clarity in relation to relevant legislation |
| EMA6 | Response to Matter 4 Question 1 | Policy DM17 Part a (2nd line) | DM17(a) (2nd line) Delete the word ‘purposes’ and replace it with the words “fundamental aim”  
“In order to uphold the purposes fundamental aim of the Green Belt….” | Improved clarity in relation to national policy |
| EMA7 | Response to Matter 4 Question 8 | Policy DM17 Part b (1st line) | Amend text of 1st line as follows:  
Built development for outdoor sport, recreation and other uses that are not inappropriate will need to demonstrate that the building’s function is ancillary and appropriate to the use… | Improved clarity in relation to national policy |
<table>
<thead>
<tr>
<th>EMA 8</th>
<th>Response to Matter 4 Question 8</th>
<th>Para 2.76</th>
<th>Amend 1st line of Paragraph 2.76 as follows: Some development is regarded as ‘appropriate’ not inappropriate’ within the Green Belt…</th>
<th>Improved clarity in relation to national policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMA 9</td>
<td>Response to Matter 4 Question 12.2</td>
<td>Policy DM20b 1st line</td>
<td>Amend 1st line of DM20b as follows: Other areas of existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless…</td>
<td>Improved clarity in relation to national policy</td>
</tr>
<tr>
<td>EMA 10</td>
<td>Response to question 12.3</td>
<td>Para 2.90 4th line</td>
<td>Amend 4th line of para 2.90 as follows: Therefore the requirements under criteria (a) and (b) within this policy do not cover all Green Infrastructure Assets…</td>
<td>Improved clarity in relation to national policy</td>
</tr>
<tr>
<td>EMA11</td>
<td>Response to Matter 5 Question 3.1</td>
<td>Para 2.21</td>
<td>Insert at the end of first sentence “…. and Flood Risk SPD”</td>
<td>Improved signposting to local policy</td>
</tr>
<tr>
<td>EMA12</td>
<td>Response to Matter 5 question 3.3</td>
<td>Policy DM6 Part d</td>
<td>Amend Policy DM6d as follows: “Does not result in loss, or damage to, trees and hedgerows, that …</td>
<td>Consistency with national planning guidance</td>
</tr>
<tr>
<td>EMA13</td>
<td>Response to Matter 5 Question 4.3</td>
<td>Appendix 1, Parking Standards</td>
<td>Add third bullet point in paragraph 3.1 under the heading “The Parking Standards” as follows: “For use classes that feature both a standard and OR individual assessment, the standard provides the guide but if a greater amount of parking is required than an individual assessment (as described in the bullet above) will need to be submitted”.</td>
<td>Improve clarity</td>
</tr>
<tr>
<td>EMA14</td>
<td>Response to Matter 5 Question 6.1</td>
<td>Policy DM12</td>
<td>Amend part a ii) of DM12 as follows: “Development to, or within the curtilage or vicinity of a listed building or structure should preserve or enhance its setting and any features of special interest architectural or historic interest which it possesses and its setting.”</td>
<td>Improved clarity in relation to national policy</td>
</tr>
<tr>
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<td>-----------------------------------------------</td>
</tr>
<tr>
<td>EMA15</td>
<td>Response to Matter 5 Question 6.3</td>
<td>Policy DM12</td>
<td>Amend part a v) of DM12 as follows: “Total demolition of a listed building will be refused unless the circumstances are exceptional and there is clear and convincing justification.”</td>
<td>Improved clarity in relation to national policy</td>
</tr>
<tr>
<td>EMA16</td>
<td>Response to Matter 5 Question 6.4</td>
<td>Policy DM12</td>
<td>Amend part b(v) of DM12 as follows: Demolition of buildings and/or structures will be granted consent provided that the building and or structure to be demolished makes no material contribution to the character does not contribute to the significance of the conservation area and that permission has been granted for a replacement which will enhance of better reveal the significance of the conservation area for their sensitive replacement or redevelopment.</td>
<td>Improved clarity in relation to national policy</td>
</tr>
<tr>
<td>EMA17</td>
<td>Response to Matter 5 Question 6.6</td>
<td>Policy DM12</td>
<td>Amend part f) of DM12 as follows: “The Council will seek to retain these ensuring new development where possible and will consider new development that does not unduly harm the character, appearance or setting of a building or asset or cause a loss of significance to the heritage asset.”</td>
<td>Improved clarity in relation to national policy</td>
</tr>
<tr>
<td>EMA18</td>
<td>Response to Matter 6 Question 2</td>
<td>Para 1.17</td>
<td>Amend paragraph 1.17 as follows “As the Development Management Plan policies support the Core Strategy Objectives, they will be monitored using the same indicators within the Objective Led Performance Framework. However, in addition to these indicators the Council will add the indicators set out in appendix 6 to provide more specific monitoring of the Development Management Plan to the Council’s existing approach to monitoring. Where necessary the Council will also create new indicators.”</td>
<td>Ensure more effective monitoring</td>
</tr>
<tr>
<td>EMA19</td>
<td>Response to Matter 6 Question</td>
<td>Creation of New Appendix 6</td>
<td>Insertion of table of additional indicators as a new Appendix 6</td>
<td>Ensure more effective monitoring</td>
</tr>
<tr>
<td>EMA 20</td>
<td>Response to Matter 6 Question 3</td>
<td>Pages 6-7, Core Strategy Objective table</td>
<td>2</td>
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<td>---</td>
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</tr>
<tr>
<td><strong>3</strong></td>
<td>To deliver high quality buildings and neighbourhoods that enhance character, improve people’s sense of safety and security and promote healthier lifestyles</td>
<td>DM2, DM7, DM14, DM19</td>
<td><strong>Improved clarity of links between objectives and policies to ensure effective monitoring</strong></td>
<td></td>
</tr>
<tr>
<td><strong>10</strong></td>
<td>To address inequalities, promote better integration and increase opportunities for people who live in the less affluent areas of the Borough</td>
<td>DM3, DM4, DM9, DM10, DM14</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>11</strong></td>
<td>To supply homes and land that address local housing needs in terms of mix, size, design and tenure</td>
<td>DM3, DM4, DM10</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>12</strong></td>
<td>To adopt a viable approach to contribute to increasing the supply of affordable housing as a key priority</td>
<td>DM3, DM4, DM10</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>15</strong></td>
<td>To maintain a thriving economy by providing an adequate supply of land and buildings, in the right places, to support a diverse range of business and commercial activity</td>
<td>DM3, DM4, DM11, DM14, DM16</td>
<td></td>
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</tbody>
</table>

**EMAS21 Matter 3 question 5**

| DM10 Part c | c. Minimum standards will be applied to all new housing development (including conversions) in line with the table below, unless these are superseded by nationally applicable standards. Where developments come forward that are smaller than the space standards but offer purpose built, |  |
|---|---|---|---|
| | Improve effectiveness | | |
innovative and unique accommodation to address a specific need the Council will consider such proposals on their merits.

| EMA22 | Universal policies | Page 36 | Amend “N.B.” as follows:
N.B. General design and amenity policy for residential development is contained in DM2 Design and Amenity. Other guidance, including on garden sizes, is contained within the Design & Character SPD. | Improved signposting to additional information |
| EMA23 | Making Places | DM13, Part f) | Amend final sentence:
“All development proposals within a high flood risk area will need to take account of Core Strategy policy CS26 Flooding.” | Clarity in relation flood risk terminology |
| EMA24 | Open spaces | DM21 part a. | a. in accordance with Core Strategy policy CS15 – Biodiversity, all new development will be expected preserve, manage and where possible enhance existing habitats, protected species and biodiversity features. | Clarity |
| EMA25 | Universal policies | DM7 Para 2.29 | 2.29 The policy states that development will be approved if it accords with the Elmbridge Parking Standards. These are outlined at Appendix 1 and are broadly in line with the 2004 parking standards. However the Framework advises that local planning authorities should take into account the accessibility of the development when setting local standards. As well as doing this, the standards Appendix 1 have taken account refers to of the Surrey Vehicular and Cycle Parking Guidance, which in order to provides a guide on accommodating electric charging points and minimum cycle parking in order to promote more sustainable methods of transport across the Borough. |  |
**Agenda Item 9**

**Committee:** CABINET  
**Date of meeting:** 18 March 2015

<table>
<thead>
<tr>
<th>Subject:</th>
<th>Award of Mechanical and Electrical Maintenance and Reactive Repairs Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Officer:</td>
<td>Mark Newman, Facilities Services Manager</td>
</tr>
<tr>
<td>Portfolio Holder:</td>
<td>Cllr Tim Oliver - Resources</td>
</tr>
<tr>
<td>Link to Council Priorities:</td>
<td>Delivery of high quality public services cost effectively (AMPS3, AMPS4)</td>
</tr>
<tr>
<td>Exempt information:</td>
<td>None save for information referred to in Appendix A</td>
</tr>
<tr>
<td>Delegated status:</td>
<td>For Resolution</td>
</tr>
<tr>
<td>Key decision:</td>
<td>Yes</td>
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</tbody>
</table>

**EXECUTIVE SUMMARY:**

To approve the outcome of the tendering process and awarding of the Mechanical and Electrical Maintenance and Reactive Repairs

**RECOMMENDATION:** THAT

OFFICERS BE AUTHORISED TO AWARD THE MECHANICAL AND ELECTRICAL MAINTENANCE AND REACTIVE REPAIRS CONTRACT TO OPTIMUM GROUP SERVICES PLC FOR A FIVE YEAR PERIOD, WITH AN OPTION FOR THE COUNCIL TO EXTEND FOR A FURTHER PERIOD OF UP TO TWO YEARS (SUBJECT TO THE COUNCIL DECIDING TO DO SO AND SUBJECT TO SATISFACTORY PERFORMANCE)

**REPORT:**

**1. EXISTING ARRANGEMENTS**

1.1. The Council currently has a limited pre-planned maintenance contract covering the Civic Centre only. This contract is to provide planned maintenance and reactive M&E services to the Civic Centre with an operative based on site for two days per week. The contract is due to expire on the 4th May 2015.

1.2. All other mechanical and electrical maintenance and reactive repairs for the Council’s operational property estate is undertaken using a number of different contractors on various arrangements.

**2. TENDER PROCESS**

2.1. This Contract covers all Council properties including the activities covered in the existing Contract with enhanced maintenance for properties which are not currently covered.

2.2. The specification, evaluation criteria and documentation was developed and reviewed with Procurement support and advice.
2.3. The value of this contract required the Council to advertise the tender in the Official Journal of the European Union, in accordance with Public Contract Regulations 2006. This resulted in 34 expressions of interest, with 12 companies submitting a Pre-Qualification Questionnaire (PPQ).

2.4. Officers from Asset Management and Property Services (AMPS) undertook the PQQ shortlisting process with Procurement carrying out the commercial assessment and shortlisted the six highest scoring companies, who were invited to progress to the Invitation to Tender (ITT) stage.

2.5. All six companies were provided with a date, contacts and locations to undertake site visits. All companies took up the option of site visits, with a number of representatives from each company escorted to the various sites by officers from AMPS.

2.6. The Tender process was run through Procurement who also supported the clarification requirements. During the tender process two of the companies decided to withdraw from the tender stage of the process. One company withdrew due to their current business configuration and significant increased remodelling that would need to be undertaken to deliver the contract. The other company advised it was not able to accept certain terms and condition of the tender of the Council and therefore withdrew.

2.7. The Evaluation Criteria of tender was the most economically advantageous tender with 60% Cost and 40% Quality weighting.

2.8. AMPS officers undertook the review of the completed ITT submissions to evaluate the 40% quality weighting criteria. This resulted in the scores shown in the Table below.

2.9. AMPS recruited the services of Ridge and Partners LLP, property and construction consultants to undertake the review of the cost elements of the tender returns.

2.10. The cost review was undertaken using SFG20 for the pre-planned maintenance elements of the contract. SFG20 is a standard maintenance specification for building engineering services. It is recognised as the industry standard and the benchmark for working standards. The Planned and Programmed Maintenance (PPM) costs are fixed against the schedule of tasks for the first year. The assessment of reactive elements were undertaken using historical purchase orders and invoices to benchmark against PSA Schedule of Rates Electrical Services 2011 6th Edition and PSA Schedule of Rates Mechanical Services 2011 6th edition. All costs are subject to review after the first year in reference to the CPI and cannot exceed this index. The cost of reactive repairs shown are based on a basket samples of 20 tasks and do not represent the annual actual cost. These are purely for evaluation purposes. The results of the 60% cost weighting are as follows:
<table>
<thead>
<tr>
<th>Tenderer</th>
<th>PPM</th>
<th>Reactive Repairs</th>
<th>Total</th>
<th>% Cost Score</th>
<th>% Quality Score</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenderer A</td>
<td>£20,4149</td>
<td>£16,216</td>
<td>£220,365</td>
<td>23.74</td>
<td>25.45</td>
<td>49.19</td>
</tr>
<tr>
<td>Tenderer B</td>
<td>£136,056</td>
<td>£17,281</td>
<td>£153,337</td>
<td>34.12</td>
<td>27.05</td>
<td>61.17</td>
</tr>
<tr>
<td><strong>Optimum</strong></td>
<td><strong>£71,447</strong></td>
<td><strong>£15,751</strong></td>
<td><strong>£87,198</strong></td>
<td><strong>60.00</strong></td>
<td><strong>27.05</strong></td>
<td><strong>87.05</strong></td>
</tr>
<tr>
<td>Tenderer C</td>
<td>£95,777</td>
<td>£16,304</td>
<td>£112,081</td>
<td>46.68</td>
<td>24.90</td>
<td>71.58</td>
</tr>
</tbody>
</table>

2.11. Taking the total of the quality weighting and cost weighting figures Optimum Services Group PLC have achieved the best score and therefore in line with the Council’s procurement procedures and evaluation criteria are recommended to be awarded the Contract. The Council is required to hold a Standstill Period of 10 days under the EU Regulations.

Please see separate page marked “Commercially Sensitive” for names of the Tenderers who have been shown as A, B and C.

3. CONTRACT AWARD

3.1. Subject to standstill period and subject to the Cabinet approval the contract will be awarded to Optimum Services Group PLC. The contract period will be from 5th May 2015 to 4th May 2020 with an option for extending the contract for a further period of two years in 12 month increments.

3.2. The annual contract value will be £71,447 for Pre-Planned Maintenance (PPM) with estimated further cost of £65,000 for reactive repairs. The total annual cost is estimated at £136,447 which will be subject to an annual increase for all costs, in line with the UK CPI Index with the base set as April 2015.

3.3. The cost of this contract will be funded from existing budgets for both reactive and pre-planned maintenance budgets across the property portfolio. The advantage of this contract has been an opportunity to take a number of contractual arrangements and offer these under one contract to support improved value to the Council via economy of scales. Under this Contract the costs are likely to be similar to our existing costs, but the award will considerably enhance the delivery as listed under 3.4 to 3.6 below. It will provide a benchmark using the PSA Schedules of Rates for reactive maintenance and scope for achieving further efficiencies through better information.

3.4. In addition the Council will also benefit from a significantly enhanced pre-planned maintenance regime.

3.5. The contract also benefits from a 24hr on call response service to the entire property estate portfolio.
3.6. The Council will also benefit by having live Computer Aided Facilities Management (CAFM) system with access to current status of all Tasks, Records, Certificates available online including ability to produce and download reports.

Financial Implications:
The current budget provisions are sufficient to cover the new contractual arrangements.

Environmental/Sustainability Implications:
The new contractor will utilise efficient vehicles to reduce carbon footprint. They will also have access to ICT systems, such as vehicle trackers, to ensure a more efficient service to reduce travelling times for engineers. The Council will have access to this data via a CAFM system.

Legal implications:
Entering into a contract for Mechanical and Electrical Services, in compliance with the EU Procurement regime.

Equality Implications
There are none arising directly.

Risk Implications
The contract will have a requirement from the contractor to provide a bond for non-performance.

Community Safety Implications
Maintaining building standards supports the Council’s community safety agenda.

Principal Consultees
CMB and relevant heads of services.

Background papers:
Invitation to Tender and the Specification.

Enclosures/Appendices:
Appendix A – Part II details of tenderers

Contact Details:
Mark Newman 01372 474221 mnewman@elmbridge.gov.uk
By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted
EXECUTIVE SUMMARY:

- The Cabinet are asked to consider the refreshed Voluntary and Community Sector Support and Volunteering Strategy 2015–18.
- This, the third strategy, has enabled Community Support Services to drive forward a range of actions to best support our voluntary sector in the Borough and to maintain our unique and significant volunteer team. The strategy also encompasses work undertaken by the Council to support the voluntary, community and faith sector on the Borough.
- Cabinet are asked to consider the draft strategy and to propose any amendments or additions before they approve the Strategy.
- This strategy has also been considered by the Overview and Scrutiny Committee and the Voluntary Sector Member Panel for consideration.

RECOMMENDATION:


2. THAT CABINET SUPPORTS THE RECOMMENDATION THAT THE VOLUNTEER COORDINATOR POST (15 HOURS A WEEK) BECOMES A PERMANENT POST DUE TO BOTH THE VITAL NATURE AND THE CONSIDERABLE SUCCESS OF THIS POST IN ORDER TO MAINTAIN OUR UNIQUE VOLUNTEER TEAM.

REPORT:

1. Background and context to the Strategy
   1.1 The Council initially supported and adopted the first strategy in 2004-9 followed by a 2011-15 strategy and now a 2015-18 strategy. As reported above the strategy has been considered by the Voluntary Sector Member Panel as well as Overview and Scrutiny and has also benefit from feedback from core voluntary sector organisations into what they see as the key challenges for the future.
1.2 The voluntary and community sector (VCS) is a collective name for all voluntary and community sector organisations including charities, mutuals and social enterprises. Voluntary organisations are non-profit making, non-statutory, autonomous and are run by people who are not paid although voluntary management committees or trustees may employ paid staff and this is certainly the case with those organisations operating in Elmbridge.

1.3 The voluntary and community sector are a major contributor to health and social care, leisure and recreation, play and youth work, education, information and advice, the environment, arts, housing, community development and animal welfare.

1.4 Voluntary organisations within the Borough fall into two key categories, those providing information, advocacy and advice and those providing direct services.

1.5 The strategy has now been revised with a twofold focus, firstly to focus on how Elmbridge Borough Council can respond to the challenges facing voluntary, community and faith sector organisations, to encourage and support a striving sector that can partner the Council in delivering and developing services that are in direct response to local need and secondly to develop a robust action plan to maintain our unique and special volunteering team.

1.6 This strategy is a Council strategy and takes into account the breadth of support given to voluntary organisations in terms of financial, officer and in kind support across all divisions.

1.7 There are 13 objectives, supported by a comprehensive action plan, which will be monitored over the next three years.

1.8 Whilst refreshing the strategy the following key actions have taken place:

- In February the Council was asked to support the proposal by the Leader that a rate of inflation increase is agreed for 2015/16 for all voluntary sector organisations. This voluntary sector rate of inflation increase will support the nine voluntary sector organisations that receive core funding.
- The Member Panel working group have undertaken two days of visits to eight voluntary sector organisations across the Borough, which followed on from a meeting where presentations were received from a further three voluntary organisations.
- The Member Panel visits included the opportunity to go to the Elmbridge Community Hub in Walton.
- The Member Panel acknowledged the significant support provided by volunteers to the local community.
- A survey has been undertaken with the core funded voluntary organisations, the outcomes of which are included as appendix C to the strategy.
- At ten months into the year the Volunteer Coordinator has reached the Community Support Services target of 100 new volunteers being recruited during the year.
➢ Community Support Services is about to undertake a questionnaire on all new volunteers who have joined in the last year as well as looking at a selection of volunteers who have been with us for a longer period to evaluate needs and requirements of the new, as opposed to longer standing, volunteers.

➢ We are beginning to consider the planning of volunteer recognition events to acknowledge our unique team of volunteers’ years of service and would expect at least three volunteer thank you events to take place during the year ahead, recognising the many thousands of years of volunteering that has been provided to the Elmbridge community.

1.9 An opportunity is being taken to show Cabinet a short film produced by Rentstart which clearly demonstrates the value of this service. There will also be a five minute presentation / video on Molesey Centre in its first year at Mole Hall. This is an edited down version of a presentation given by the Centre Assistant at Molesey to the last Elmbridge Older Persons Advisory Body. The presentation and short video demonstrates the benefit to service users as well as acknowledging the unique commitment of staff and volunteers.

1.10 Officers have taken the opportunity of sharing the draft Strategy with Walton Charity, mindful of the referencing to Walton Charity and current joint working with the charity on the Elmbridge funding review that we are currently undertaking and the opportunity to work more strongly in partnership in terms of funding for the future. We have just received feedback highlighting that Walton Charity would be very willing to be more actively involved in Strategy refreshes in the future and what we would like to suggest going forward is that at the end of the first year, when we will be reviewing our action plan accordingly, that we undertake that review with Walton Charity and potentially VAE in terms of any further issues we might want to be working together to progress and could bring back any proposed actions to Cabinet for their consideration.

2. Consideration to make the Volunteer Coordinator post a permanent position

2.1 As a result of a successful reward gained for engagement in a local public service agreement on volunteering we received a reward of £120,000 in 2009. This enabled the introduction of a Volunteer Coordinator and this post has been renewed on an annual basis. The Volunteer Coordinator has been extremely successful in reaching our current target of 100 new volunteers a year. This has been achieved for the last three years where we increased the target from 75 to 100 and at this point in the year the Volunteer Coordinator has already exceeded the target.

2.2 The Volunteer Coordinator works very closely with Centre Manager but mindful that they are the only full time member of staff in a Centre it has been of vital importance to have the Volunteer Coordinator role going out into the community and undertakes talks and visits to community organisations, attends open days, fairs, leisure centre events and has built up a good community presence which has been key to appropriate volunteer recruitment. To invest in a permanent post would ensure CSS can continue to provide this discretionary service with a value for money focus.
2.3 In addition this post holder supports the recruitment process for any new volunteer, completing documentation for DBS checking where appropriate, initially meeting the volunteer at a Centre and then ensuring a smooth transfer to the relevant Centre Manager.

2.4 The £120,000 reward monies for our volunteering project have not yet been completely used on this initiative but resources would run out over the next few years. Also, this post has been included in Community Support Services staff costs for a number of years.

2.5 The current contract ends at the end of March 2015 and we are now seeking Cabinet authority to make this post permanent, recognising the posts vital need for continuation and to avoid the regular requests for short term extensions. This recommendation coming to Cabinet was supported by the Overview and Scrutiny Committee.

3. **Voluntary Sector Member Panel activity**

3.1 We draw Members’ attention to the Overview and Scrutiny report which highlights the visits which have taken place to voluntary sector organisations during recent months.

4. **In Conclusion**

4.1 Cabinet are asked to approve the strategy subject to any further recommendations or amendments they might wish to make and to agree that the Volunteer Coordinator post, working 15 hours a week, becomes a permanent post.

**Financial implications:**
The 2015/16 Estimate for the voluntary sector presented to Cabinet on the 11 February is £468,030 including indirect and support costs. The objectives and action outlined in the “Strategy for Voluntary and Community Sector Support and Volunteering in Elmbridge” will be met from within this budget.

The Volunteer Coordinator Post will be funded from LPSA monies in 2015/16 (£12,070). In 2016/17 a growth bid request will be made to fund the post permanently.

**Environmental/Sustainability Implications:**
Considered during the drafting of the strategy.

**Legal implications:**
None envisaged as a result of the strategy.

**Equality Implications:**
Considered during the drafting of the strategy.
An equalities objective (diversity action) is contained within the strategy.

**Risk Implications:**
There is a risk to income if the numbers of users drops. This has been minimised by studying the market and keep increases to a minimum where possible. However, it will be closely monitored to assess any trends.
**Community Safety Implications:**
Considered as appropriate during the drafting.

**Principal Consultees:**
Chief Executive, Strategic Director of Services, Strategic Director of Resources, Service Heads, Social Portfolio Holder, Preventative and Support Services Manager, Volunteer Coordinator, Member Panel.

**Background papers:**
None for the purpose of this report.

**Enclosures/Appendices:**
Appendix A – Strategy for voluntary, community and faith sector support and volunteering in Elmbridge 2015-2018

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Strategy for Voluntary and Community Sector Support and Volunteering in Elmbridge 2015 - 2018

One of the 240 volunteers who support our Meals on Wheels service every week

Logos of some of the voluntary organisations Elmbridge Borough Council core funds
Produced by Community Support Services, Elmbridge Borough Council
Strategy for Voluntary and Community Sector Support and Volunteering

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Foreword

This refreshed Strategy is our third and reflects the importance the Council places on its work to aid the development and success of voluntary organisations and volunteering across the Borough.

Elmbridge has a vibrant voluntary and community sector, with more than 430 organisations providing a wide array of services across the Borough. These range from local organisations to large national organisations, such as the Citizens Advice Bureau and Relate or small and medium-sized groups which are mostly run by unpaid volunteers.

We recognise the very special Council’s volunteer team which in December 2014 was a magnificent team of 785, all giving many hundreds of hours each per year to support discretionary Council services. Volunteers are a “wow” factor and we need to ensure we continue to recruit and support the volunteer team. A robust volunteer Action Plan helps us to achieve this aim. Although the number of volunteers supporting us has increased, the time people are able to give has reduced which requires a larger volunteer team to support existing services.

The Council is firmly committed to developing a sustainable and independent voluntary and community sector with whom we can work in partnership to support the communities we serve. The Council doubled the Annual Grant budget during the term of the last strategy and this year the Council is supporting 9 core funded organisations as well as 33 annual funded organisations, totalling 42 voluntary, community and faith sector organisations. In addition support is provided to other organisations in-kind.
We acknowledge that 2015 – 2018 will be an extremely challenging period due to reduced public sector budgets and increased community demands. These demands include implications from welfare benefit changes, our ageing population and the increase in the number of children under 5. In responding to the above needs and challenges Housing Services have been at the forefront of developing mechanisms to best support people resulting from welfare benefit changes. Community Support Services has been at the forefront of developing our services to support people with dementia and their carers, carer support services and scaling up Community Alarm and Telecare support solutions for vulnerable people of all ages. A key component to success is ensuring that our services can be both complemented and enhanced by a robust voluntary sector.

This Strategy draws on current census data, joint strategic needs assessment data and other relevant reports such as the Surrey Uncovered report. It considers local and national drivers and takes stock of significant milestones that Elmbridge has achieved along the journey to support the voluntary and community sector organisations.

We have advanced eleven objectives and two of these are key to our success namely: funding and volunteering. However, we seek to progress all our objectives through a robust action plan over the next three years We recognise that it has never been so important to have such a strong and dynamic voluntary sector in Elmbridge.

Rob Moran
Chief Executive

Cllr Christine Elmer
Social Portfolio Holder

Cllr John O'Reilly
Leader
Section ONE – Introduction

1. Definition of the Voluntary and Community Sector

1.1 The voluntary and community sector (VCS) is the collective name for all voluntary and community organisations, including charities, mutual and social enterprises. Voluntary organisations are non-profit driven, non-statutory, autonomous and run by people who are unpaid. However, voluntary management committees or trustees may employ paid staff, and this is certainly the case with some organisations operating in Elmbridge. Such organisations are sometimes also referred to as the “voluntary, community and faith sector” (VCFS) or “third sector”. For consistency, this Strategy will use the term “voluntary and community sector” (VCS) throughout.

1.2 The VCS is a major contributor in health and social care, leisure and recreation, play and youth work, education, information and advice, environment, arts, housing, community development and animal welfare. Voluntary organisations in Elmbridge fall into two principal categories:

- Those providing information, advice and advocacy.
- Those providing direct services.

2. Volunteering

2.1 We have sought to adapt and change our volunteering strategy / action plan over the years, recognising that volunteers of all ages need greater flexibility, really meaningful experiences and more creative recruitment and management to ensure we can maintain our very unique volunteer team.

2.2 Recently a research consultancy published a report entitled “The New Alchemy – how volunteering turns donations of time and talent into liquid gold”. It talks about “The power and passion when volunteering works at its best is when donations of time and talent are turned into the equivalent of liquid gold.” *

2.3 The report goes on to recognise recent changes in the volunteering culture that have come about through economic crisis, technological change and broader socio-economic trends and highlights the vital need of having robust volunteer management and a strategy in place. We believe we have been very mindful of this over the last decade and address this through this strategy which is the third refresh, complemented with a robust and evolving volunteer action plan. We need to recognise that potentially our strategy for volunteering recruitment will change dependent on the age profile of the volunteer we are seeking to reach, for young people, establishing an appropriate link to building up a more robust CV is key and recognising the importance of the critical retiree generation whose needs and interest have changed considerably. This age group will always be the backbone of volunteering and will continue to be so but we need to recognise the different requirements of the baby boom generation in order to continue to offer something of value, recognising the
importance of personalising the volunteer experience in order to get the best deal for us and for our potential volunteer.

2.4 The introduction of our Volunteer Coordinator role has been key to ensuring that we can respond appropriately. Research has recognised the importance of piloting new schemes which we can in fact evidence other recent years and the action plan highlights over twelve different roles we are currently seeking to recruit into. We have recognised that the marketing of volunteer needs should focus on benefits rather than just a means of giving time. We are continuing to evolve and develop our marketing initiatives and campaigns but also recognise that one to one contact and engagement in community events has been key, recognising that some of the key barriers have been time, income and confidence. We need to understand and work with a potential volunteering community in Elmbridge.

The research report concludes that “the alchemy of volunteering is that it takes a resource that every person is given in equal proportions and turns it into one that can change lives”. It recognises that change is both for the giver and the received, the volunteer and the beneficiary, the individual and the organisation. Volunteering can take potentially “wasted” time and turn it into something altogether more powerful.

We recognise that in terms of going forward we need to fully understand:
- Volunteering trends in Elmbridge over the last ten years
- Harnessing volunteer motivations
- The changing mechanism of volunteering
- Engaging with the young, early retirees, older people and the family to volunteer
- Recognise the importance of how we manage volunteering in Elmbridge in the 21st century

*- NFP Synergy (research consultancy) – report “A New Alchemy – how volunteering turns donations of time and talent into liquid gold”, initially printed, own final thoughts and conclusions, part 7 of a report to follow.

2.5 There is a need to ensure a consistent, supportive approach continues for the 785 plus volunteers who give many hours of their time to the Council’s Meals on Wheels Service, Centres for the Community including Children’s Centres and supporting specialist groups for dementia, assisted shopping, Countryside Rangers, Healthy Walks etc. This Strategy has a specific focus on how volunteers will continue to be recruited and supported both now and in the future. In order to support volunteering more generally Elmbridge core funds Voluntary Action Elmbridge (VAE) of which the Elmbridge Volunteer Centre is a key service.
2.6 Finally, another key area of community engagement over the last year has been the evolving Friends, Family and Community Support Agenda being developed by Surrey County Council (SCC). In fact the Community Support Agenda has been the core focus of Community Support Services for over 30 years. Within Elmbridge we have further taken forward this agenda through the Personalisation, Partnership and Prevention Plan which has been funded by Surrey County Council from 2011 with an original commitment for a five year period and we have been working with SCC on an annual basis to develop services. We would still look to continue with a Friends, Family and Community Support small funding scheme to encourage volunteering for the last two years of the PPP funded scheme.

3. Refreshing our Strategy

3.1 The Strategy was initially developed in 2004, refreshed in 2011 and has been reviewed and refreshed during the last three months to take us forward over the next three years. The draft Strategy had been considered by the Corporate Management Board, the Annual Member Review Panel and other lead officers across the Authority and reflects their input within the final document.

We have taken the opportunity of undertaking a survey of the nine core funded organisations to highlight their key issues and challenges which is attached as appendix C. We will also be undertaking a volunteer survey, particularly focusing on our new volunteers to fully understand our unique volunteering team in the 21st century.

4. Key Funders of the Voluntary Sector

4.1 Traditionally there have been two key partners in terms of funding support for the Voluntary Sector. These are Surrey County Council (SCC) and Health partners, now through the Clinical Commissioning Groups (CCGs) of which Elmbridge has two. Surrey Downs Clinical Commissioning Group covers Cobham, Oxshott, East and West Molesey, Long and Thames Ditton, Esher, Claygate and Hinchley Wood. North West Clinical Commissioning Group covers Walton, Weybridge and Hersham.

In addition, over the last couple of years, Walton Charity have reintroduced their Community Fund initiative and the Surrey Foundation have also supported voluntary sector organisations within the Borough. We are currently leading on an initiative with these key partners to effectively map current
voluntary sector spend in the Borough and to consider together whether there should be any resulting joint actions over and above ensuring that in the future key funders are more informed about how organisations are supporting the voluntary sector across Elmbridge and to give consideration, where appropriate, to joint activity.

5. **Challenges**

5.1 During the development of this Strategy there has been a focus on how Elmbridge can respond to the challenges facing the voluntary and community organisations, to encourage and support a thriving sector that can partner the Council in delivering and developing services that are in direct response to local needs.

5.2 The importance of ensuring that we best support those organisations that are key to meeting the needs of residents in Elmbridge is acknowledged. For example, in 2014 the Council decided to provide Elmbridge Community Link with a core Council grant which it would receive on an on-going basis as opposed to them continuing to apply on an annual basis through the Annual Grant mechanism to ensure they had stability to enable them to lever in other funding for the future and to give them a more sustainable platform for development. This funding came out of the enhanced Annual Grant scheme, reducing the annual available figure but more appropriately reflecting current historical patterns of funding activity. The other voluntary organisation that saw changes in their core funding was Mediation North Surrey who were awarded a small increase to ensure that the core funding already provided enabled the voluntary sector organisation to continue and be sustainable on an annual basis.

5.3 It is acknowledged that there are currently a number of challenges facing the voluntary and community sector in Elmbridge and this will continue to impact over the next three years. These include:

- Impact of funding changes made by statutory organisations including both SCC and the CCGs, mindful that they have actively indicated they are reviewing activity in subsequent years. This could significantly impact on those organisations being funded. In 2015, Surrey are withdrawing funding to CHEER. CHEER had received funding for over 20 years. Elmbridge Borough Council will be looking to work with CHEER to support them going forward in the future and have sought to give them some assistance and support this year whilst we seek to work with them for the impact of the loss of this funding in their future activity programme.
- The effects of recession across the community and the recognised polarisation of residents of those with or without financial resources.
- The increasing reliance on demand for volunteers against the increasing challenge to replace existing volunteers as they leave organisations.
• The emerging Friends, Family and Community Support Agenda recognising the importance of further building on community support to people within community settings for as long as possible. It is fair to say that this has very much been the ethos of Community Support Services for the last twenty years to support, through voluntary sector funding and community activity, as well as community engagement and to consider together the importance of identifying what unmet needs there are in the community. To then consider whether services can be appropriately developed by Community Support Services or other Voluntary Sector organisations. It also has to be recognised that volunteering has a cost in terms of providing appropriate officer support and ongoing support for volunteers coming through the Friends, Family and Community Support agenda. With Surrey developing this agenda for the first time, they are recognising the ongoing support that volunteering requires to ensure sustainability in the longer term. This is a key element that has been fundamental to Community Support Services scale up.

• The issue of accommodation has always been challenging for Voluntary Sector organisations in Elmbridge. The last three years has seen Elmbridge Borough Council refurbishing the old Walton Library to provide a Community Hub for voluntary sector organisations, principally supporting the CAB but actively encouraging other voluntary sector organisations to use the facility. There are three core organisations using this facility in addition to the CAB which include SCC’s Hub run by and supporting service users with disabilities and the Counselling Partnership. In addition the Police have two desks within the Hub but we do recognise that the open plan nature of the re-design has proved challenging for a number of voluntary organisations to use this facility where confidentiality is key.

• Walton Charities, as of 2015, have a temporary lease on a building in Walton which is now supporting Carers of Elmbridge, Home Support Elmbridge, Elmbridge Community Link, outreach for Rent Start and SADAS. Accommodation issues will continue to be a key challenge for voluntary sector organisations, both now and in the future and both of the above facilities are seeking to support the voluntary sector with accommodation needs.

• In 2014 the Surrey Voluntary Action Network (SVAN) closed as a result of SCC no longer funding the network. CVSs do have other mechanisms to share best practice.

5.4 Appendix A takes the opportunity of looking at the current profile of the Borough in terms of the age profile, ethnic minority groups, average earnings, house prices and life expectancy, looking at how Elmbridge relates to national and Surrey data. Profile data will assist us in working with voluntary sector organisations to best understand how we can meet those areas of greatest need.
5.5 This Strategy aims to meet these challenges by adopting a partnership approach with Officers, Members, and the voluntary sector where the Strategy has been actively developed through the Member Review Panel and also draws on Elmbridge’s vision which is:

- A safe, caring and healthy Elmbridge
- A vibrant and thriving Elmbridge
- A unique, green and attractive Elmbridge

Voluntary sector organisations have engaged in an enormous range of activities that also support Elmbridge’s vision in key developments. A safe, caring and healthy Elmbridge is at the heart of voluntary sector organisations activities when they are supporting vulnerable groups.

5.6 The opportunity will be taken, on an annual basis, to review our action plan, both with respect to the Voluntary Sector Strategy and our Volunteering action plan and following consultation with Walton Charity we do feel that there may be the opportunity to undertake a joint year-end review with Walton Charity and VAE to consider actions undertaken and whether there is any further partnership working that we would want to jointly consider.

6. Core objectives of the Strategy

6.1 The Council’s objectives going forward will take on board national and local drivers and the Council’s vision and key priorities:

**Objective One**
- Continue to support the Voluntary, Community and Faith Sector in providing both **core funding and annual funding** to help sustain and develop a robust voluntary sector, while having regard to the Council’s financial position and recognising the need for further evaluation to identify the value of any in-kind support offered.

**Objective Two**
- Further develop mechanisms, working within the Council’s resources, to support and **recruit volunteers supporting the Council** in its services, with the key assistance of the Council’s Volunteer Coordinator, and working in partnership with Voluntary Action Elmbridge to support volunteering borough wide.

**Objective Three**
- Continue to work with the voluntary sector to assist with its **accommodation and premises needs**, continuing to maintain the Elmbridge Hub supporting the Walton, Weybridge and Hersham CAB and offering a location base for SCC’s hub supporting people with disabilities. The Council provides premises for CHEER and the Multi-Faith Forum within Centres for the Community.
Objective Four

- Facilitate effective partnership working, by both officers and members with active engagement and involvement with the voluntary and community sector to enable its influence at a local level in Elmbridge and a Surrey wide agenda.

Objective Five

- Enable the voluntary organisations which receive support from the Council to identify their outcomes and outputs to enhance the lives of residents.

Objective Six

- Facilitate the provision of effective information to raise the sectors profile and to enhance and develop the Council’s voluntary sector webpages accordingly and to ensure effective engagement of the voluntary sector through the Elmbridge Older Persons Advisory Body and the Equality and Diversity Forum, developing appropriate voluntary sector forums on a bi-annual basis and linking in appropriately with the Streets Ahead project. Also currently leading on a Young Carers review project.

Objective Seven

- Empower voluntary organisations to seek funding and engagement, e.g. with Crowd Funder where appropriate, as well as more general community engagement and joint working to raise their and other voluntary sector organisations profile accordingly with the explicit aim of both encouraging funding, community knowledge of their organisation and volunteering.

Objective Eight

- Continue to run the Personalisation, Partnership and Prevention Plan (on the basis of receiving annual funding from SCC in 2015/16 and finally 2016/17) and continue, where appropriate, to develop an annual Friends, Family and Community Support Fund. Secondly, to continue to support Crown Simmons Housing Association with the newly launched Iris Simmons Annual Award Scheme, recognising that both these funds were launched in 2014. There is a need to consider the opportunities and viability of these schemes thereafter.

Objective Nine

- Continue to action a robust employee volunteering scheme (Community Time), continuing to action the Friday dress down day to support voluntary sector organisations and charities and to look to work proactively with local organisations to promote their service and fundraising opportunities, recognising the importance of the Council’s workforce in supporting local organisations and community initiatives.

Objective Ten

- Work with the Community Foundation for Surrey to develop an Elmbridge Fund with active engagement of Chief Executive and other officers as appropriate to encourage philanthropy giving across the Borough.
Objective Eleven
- Enable **best practice research and benchmarking** of local and national services that have been developed by voluntary sector organisations to best inform and enhance the voluntary sector in Elmbridge, which will be supported by the Elmbridge voluntary sector funding review.

Objective Twelve
- To carry out a survey specifically focusing on new volunteers joining the Council over the last year to best understand the current volunteer resource we can call on within a community setting, understanding the time they are able to give and how this impacts on current recruitment and future recruitment strategies.

Objective Thirteen
- Support the voluntary sector to **build resilience**, improving understanding between people of different backgrounds and fostering shared values.

Section TWO - Elmbridge’s Voluntary Sector Support Services

7. Local Context
7.1 The VCS is vital in supporting public bodies such as the Council delivering services to residents. The Council works in close partnership with the sector through commissioning, grant giving, joint development of services and the engagement of hundreds of volunteers to support its activity for diverse groups in the community. The Council has developed close working with the voluntary sector, which has a wealth of knowledge and expertise in reaching out to marginalised groups with specific needs. It is also recognised that since the production of our second Voluntary Sector Strategy in 2011 much has changed on the ground in Elmbridge with an increasing number of older people, people with dementia, individuals and families affected by welfare reform, families benefitting from supporting families project, residents being affected by redundancy and others considering volunteering as a potential way back into the workplace to gain knowledge and expertise. The Council works in a proactive way to
support service developments within available resources, recognising the key role that both Citizen’s Advice Bureaux play in supporting local communities with an appropriate advisory service.

7.2 Within Community Support Services the Head of Community Support Services continues to have a lead role in terms of supporting the development and actioning of this strategy and engagement with our Council Members. The Council has introduced a Preventative and Support Services Manager post to support the Personalisation, Partnership and Prevention Plan. We have more latterly reviewed this area of activity and we now have a Preventative and Support Services Manager who will be supporting the voluntary sector and the Prevention through Partnership Plan for the remaining two years.

The Council has a long history of being committed to the sector, recognising the social return and value for money provided by having a robust voluntary sector as well as a significant volunteering team to enable the delivery of a high level of discretionary services.

7.3 The importance of Council officers assistance and support in terms of, for example, giving consideration to social enterprises when requests come through our annual grant process. The Council has supported two social enterprises meeting local community needs. The Council also recognises the importance of working closely with SCC, the two CCGs and Walton Charities who also commission voluntary sector services and, as a result, we are currently leading on a voluntary sector funding review project that will also look at opportunities for closer joint working in the future.

7.4 It is important for the Council to work at a local level and understand local areas of need and thus consider how best the Council working in partnership with the community could enhance community provision.

8. Elmbridge’s Voluntary Sector Support and Volunteering

8.1 Over the past ten years the Council has actively developed its support processes, review mechanisms and monitoring arrangements with the voluntary sector. In April 2009 the Council introduced the volunteering handbook and a recruitment and retention toolkit which was introduced across all Centres to best support our volunteering activity. In 2014 a refreshed handbook and toolkit was re-launched through volunteering awareness raising sessions taking place across six Centres for the Community with over 100 volunteers actively engaging with the awareness sessions.

8.2 Within Community Support Services there are 785 active volunteers and in the last nine months 14,026 volunteer sessions were given and we have a target of 19,000 for the year. It is fair to say that we were slightly down on reaching our volunteer sessions targets for the first two quarters but on target for the third quarter. Based on a target of 19,000 and each volunteer session being, on average, two hours if we were relying on paid staff this would have a financial cost of £380,000 annually.
However, the Council does not use volunteers to provide statutory services. The figure above is highlighting the considerable resource provided by our unique volunteer team. The focus of volunteers is to enhance and develop a unique and innovative discretionary service by working in partnership with the local community. This also provides a very unique feel to community based services. If you go into any of the seven Centres for the Community there are between 30 and 90 volunteers supporting each Centre in the tea bar, office, reception, kitchen, supporting activity development or delivering Meals on Wheels. Some Centres do have a Friends Group / Social Committee to assist Centre Managers with activity and event developments. We do recognise that a number of Friends Groups / Social Committees have closed in recent years as the existing members retire and the Committees have decided that this was the appropriate point to close, with volunteers individually continuing to assist Managers with events throughout the year.

8.3 Volunteer developments over the last year have been as follows:

- In February, the new Molesey Centre opened which has resulted in further volunteers coming forward to support Community Support Services as well as the opportunity to develop services further where volunteers would be key in supporting additional activity offered by the Centre.
- We develop an Assisted Shopping scheme and as of November 2014 we have six trained volunteers to support on this new service to assist people on our Community Transport shopping service.
- We are evaluating whether we will scale up further a shopping service to support people on Meals on Wheels to further complement our Teatime and Breakfast service during the next year.
- We have identified 12 areas of volunteering activity within our current volunteer action plan and we undertook six volunteer information and awareness raising sessions supporting our seven Centres. Over 114 volunteers attended the sessions that provided information on safeguarding, information management, basic food hygiene, trading standards (in particular local scams and bogus traders) and hydration.
- A review is currently being undertaken to update on activities that have been taking place across Leisure and Cultural Services and Housing.
8.4 In the last year within Leisure and Cultural Services the following have been developed:

- Trained a number of Healthy Walks volunteers and provided cascade training to help train the next series of leaders.
- Continued to promote the regular Countryside Volunteer days.
- Elmbridge Eagles Bikes Clubs have recruited parent volunteers to help assist the coach and with the general running of the club.
- Surrey Youth Games volunteers continue to support the games weekend and training sessions. A bursary is available for further training and coaching qualifications for their chosen sport.

8.5 **Council’s Voluntary Sector Support Milestones**

The Council has achieved fifteen significant milestones over the last fifteen years in terms of best supporting the voluntary sector and volunteer team throughout the Council. These include:

- Production of the **Best Value Review** of Support to the Voluntary Sector in September 2001. A key element of this review is coordination of the Councils support to the voluntary sector in terms of future delivery.
- Introduction of a **part-time Voluntary Sector Support Officer** in July 2002. Currently this officer has a combined role with a Preventative Services role.
- Overview and Scrutiny Voluntary Sector Panel Review and resulting recommendations April 2004.
- **Strategy monitoring** – through updates in the Information Bulletin as well as reports going through the Elmbridge Older Persons Advisory Body in terms of general updates. The action plan from the last strategy has been used as a core base for the development of our future action plan.
- Introduction of a 7 hour per week **Voluntary Sector Admin** post providing key administrative support.
- Support and work by the Council within the **Surrey Compact** philosophy and criteria.
- Introduction of a **Disabled Go Website** reviewing over 1,000 premises in the Borough in terms of their accessibility for people with disabilities and nursing mothers in order for residents and people visiting the Borough to reach community outlets. We have renewed the Disabled Go contract for a further two years from 2014. The website provides important local information during the cycling events at the Olympics and Ride London, in addition to supporting disabled people living within the Borough on a weekly basis. We have been actively involved with Disabled Go to review premises annually as well as promoting awareness of the Disabled Go website.
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- Development of the refurbished **Community Hub** to support the Walton, Weybridge and Hersham CAB.
- **Doubling of the Annual Grant** in 2013/14
- Introduction of the **PPP Plan** and the **Preventative Services Manager post** which at the end of 2014 is being developed into a Preventative and Support Services Manager position.
- Introduction of **two new award schemes**: the Friends, Family and Community Support Fund and jointly working with Rosemary Simmons Housing Association to launch the Iris Simmons Award Fund.
- Introducing an **inflationary uplift for all core funded organisations** for 2015/16. With the exception of the CAB this will be the first time any core funded voluntary organisation has received an inflationary uplift.
- Leading on the development of a **Surrey wide Volunteer Summit** in November 2014, resulting in a training fund and task group being created which the Head of Community Support Services is leading on.
- Development of the **Surrey Community Foundation’s** work with the creation of an **Elmbridge fund** to encourage philanthropic giving with active engagement of the Chief Executive.

8.6 **Key Milestones Supporting Volunteering**

- Introduction of a **Council Voluntary Sector Policy** in January 2003 (this Policy specifically focussed on the Council’s volunteers and how best support should be given to volunteers going forward) and has been refreshed twice subsequently.
- Development of a **volunteer award scheme** with sponsorship from Proctor and Gamble, as an important way of saying “thank you”. How we best go forward with this volunteer scheme is currently being reviewed.
Introduction of a part-time **Volunteers Coordinator** in 2010 with the Local Public Sector Agreement (LPSA) reward monies. This post has been highly successful and has been renewed on a time limited basis since its introduction, supporting in the recruitment of 100 new volunteers a year and has become absolutely key to Community Support Services’ delivery of services at Centres, Meals on Wheels and other identified volunteering roles. Since 2009 500 new volunteers have been recruited across Community Support Services. A request is being made through Council, at the same time as refreshing the Voluntary Sector Support Strategy, that this post becomes a permanent post within the Council.

Between 2009/10 and 2010/11 the two respective Mayors have been very actively engaged in a **programme of Volunteer acknowledgement events** across Centres for the Community. This has involved volunteers who have worked in excess of five years for the Council. Four events took place and over 10,000 years of volunteering were acknowledged, which is an amazing contribution. It was agreed that we would have a Mayoral Ceremony every five years and are due to undertake the next ceremony in 2015.

As previously stated, leading on the development of a Surrey wide **volunteering task group**, to develop a robust training programme to appropriately support the scale up of volunteering across Surrey.

Secondly we have been developing a **Surrey wide Borough and District training programme** with previous funding received which includes an important volunteering component with, on average, four training courses taking place annually to support volunteering.

In addition we have also seen the development of the **Walton Wellbeing Centre** which is used by a range of partner organisations and we have sought to actively develop services to best meet community needs, working with the Alzheimer’s Society, Age UK and our Elmbridge Relief Carer’s Scheme which is also supported by volunteers.

9. **Voluntary Sector Support Team**

9.1 The Council has a Voluntary Sector Support Team within the Community Support Services Division, which provides dedicated support to the VCS and supports Council Volunteering. The Head of Community Support Services leads on member engagement, actioning the member panel, voluntary sector strategy development and actioning the plan accordingly, the Elmbridge voluntary sector funding review, Surrey volunteer training task group, Surrey wide training programme that includes a volunteering component. The bespoke team consists of:

- Preventative and Support Services Manager (previously Voluntary Sector Support Officer)
- Volunteer Coordinator (15 hours a week)
- Voluntary Sector Admin Assistant (7 hours a week - for the next year we are looking to use some partnership funding to increase the Voluntary Sector Admin Assistant’s hours to 10 hours a week)
### Cross-Council Officer support for the VCS

10.1 The list below shows some examples of how the Council’s services support the VCS in various ways, whether directly or indirectly. It is not intended to be exhaustive.

- An online directory of voluntary organisations (which lists over 160 local voluntary and community organisations, including their areas of activity, contact details and opening hours) is compiled and updated as the need arises.
- The Council’s funding processes and timetables as well as external opportunities are signposted on the Council’s website.
- Where appropriate, voluntary organisations are offered space in Centres for the Community to run outreach services.
- The Museum is rebuilding a group of volunteers following its relocation to the Civic Centre and launch of the Museum without walls. Volunteers are required to help update the database, scanning photographs, auditing books and conservation reports.
- Leisure and Cultural Services work closely with approximately 35 volunteers to plan and deliver the Council’s Healthy Walks Programme, with around 360 walks and 35 cycle rides per year.
- Leisure and Cultural Services have volunteers carrying out conservation tasks during Countryside Volunteer Days.
- The Housing Benefits Team and the Walton, Weybridge and Hersham CAB have cooperated on a “Money Matters for Every Child” campaign, which aims to reduce child poverty in Surrey by improving the take up of benefits by Elmbridge families.
- Housing Services has supported the development of the Elmbridge Homelessness Network to facilitate joint working between the statutory and voluntary sectors to tackle homelessness.
- Housing Services works closely with Elmbridge Rentstart to help single people and childless couples at risk of homelessness to secure accommodation in the private-rented sector.
- The Finance Division provides general guidance and support.
- The Asset and Property Management Services division manages the Community Hub, housing the Walton, Weybridge and Hersham CAB.
- In addition to providing guidance and advice, the Asset Management and Property Services Division undertakes building maintenance work and surveys on Council properties occupied by voluntary sector organisations.

10.2 As stated above Leisure and Cultural Services run Countryside Volunteer Days whereby volunteers help maintain Elmbridge’s 14 countryside sites covering a total of 560 hectares (approx. 1300 acres) which is owned and managed by Elmbridge Borough Council’s Leisure and Cultural Services Countryside Team. Volunteer Days are held on the last Wednesday of every month (except December) and start at 10 a.m. and finish at 3.30 p.m., but volunteers can arrive and leave as they wish. Volunteers help with:
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- tree felling
- coppicing – sweet chestnut and hazel
- scrub clearance
- pond clearance / maintenance
- bracken and bramble control
- woodland ride creation
- non-native species control – Himalayan Balsam pulling, Rhododendron removal.
- heathland creation / maintenance
- general estate work – board walk construction and repair, post and rail fencing, footpath maintenance/repairs, revetment works, path clearance, litter picking
- hedge laying

(Volunteers are provided with equipment for the job including safety equipment.)

Volunteers play a vital role in this work, but they also gain the following from the day:
- knowledge of habitat management and conservation including in the countryside and on Elmbridge Commons.
- meet new people with shared interests.
- improved fitness from the physical activity.
- Enjoyment
- New skills.

11. Member involvement with voluntary, community and faith sector organisations

11.1 Annual Councillor nominations
Elmbridge Councillors on the Annual Member Review Panel are nominated by Council to a range of voluntary and community sector organisations on an annual basis and a visiting programme throughout the year.

Members contribute to the Overview and Scrutiny reporting process on their engagement and involvement with the voluntary sector and can provide feedback accordingly.

The Leader of the Council is actively involved in community events, and various Cabinet Portfolio Holders, including those for Social Affairs, Corporate Development, Community Development and Leisure and Culture, are actively involved in supporting voluntary sector organisations.

11.2 Elmbridge Councillors on the Annual Member Review Panel have been actively involved in developing this Strategy and they recognise the importance of the annual grant scheme in demonstrating the Council’s support for the sector and are very actively involved and determine funding on an annual basis.
12. **Development of a Volunteering Questionnaire**

12.1 Over the next year Officers will be evaluating our current volunteer workforce, particularly focusing on new volunteers, their reasons for volunteering, what roles they are actively involved with, how they are able to support us and to evaluate this against our needs and requirements for the future. We have just undertaken a survey which is being evaluated and any resulting actions will then be implemented accordingly.

13. **Raising the profile of the unique role volunteers play in Elmbridge**

13.1 The Council will continue with its promotional and marketing campaign to highlight the very special role volunteers play in Elmbridge in supporting the Council's discretionary services for example Centres for the Community or supporting the Country Rangers and Health Walks initiatives. However, the Volunteering Action Plan explicitly focuses on the unique role volunteers play within the Council.

**Section THREE – Key support processes to maintain the Volunteer Team**

14. **Background to the Council’s Volunteers**

14.1 Over the years a Volunteering Action Plan has been developed that specifically addresses recruiting, supporting and maintaining the unique volunteer team across the Council. Volunteering across Community Support Services has changed over the passage of time. A summary of volunteering levels over the last ten years is as follows:

- 2005: 800 volunteers
- 2007: 700 volunteers
- 2011: 510 volunteers
- 2014: 785 volunteers

So although our volunteering numbers are increasing towards the level of 2005 our newer volunteers are, on average, only able to volunteer at a very specific time, for example availability on a Tuesday afternoon between 2 and 4 pm, etc. This has made it increasingly difficult to potentially utilise the new volunteers in the way we would like to match time availability with our volunteering requirements. Historically our volunteer workforce has been over 70 years of age, however, as these volunteers retire from their volunteering...
role it becomes increasingly challenging to find a like for like replacement giving the same length of time. Research highlights that existing volunteers work on average 13 hours per month compared to new volunteers who work on average 7 hours per month, thus not providing the same cover.

15. **Volunteer Coordinator Role**

15.1 Over the last five years a part-time Volunteer Coordinator role as been introduced to focus on recruitment, induction and support to new volunteers. This post holder works closely with the seven Centre Managers and colleagues in Leisure and Cultural Services. The Volunteer Coordinator post was made possible through successful engagement and completion of a public service agreement project for the support and recruitment of volunteers in Elmbridge, which resulted in £125,000 reward monies. We are looking to establish this post on a permanent basis. Without the support of this Officer the volunteering Action Plan could not be maintained. The following volunteers were recruited:

2010/11: 80
2011/12: 135
2012/13: 107
2013/14: 113
2014/15: 109 interviewed, 92 confirmed up until 27th January 2015

New recruitment has been instrumental in maintaining our volunteering activity.

16. Centre Managers are the only full-time members of staff within the Centre and therefore the focus has been on maintaining Centre activities and the Meals on Wheels Service. They have limited capacity to develop the volunteer workforce, which is why we introduced the Volunteer Coordinator post.

17. In the last year the Volunteer Coordinator has attended sixteen community events including spring fairs, leisure events, Let’s Talk Elmbridge, Centre Open Days and has held volunteer training sessions as well as attending the 2014 Volunteer Summit.

The importance of maintaining this programme on an annual basis is recognised.

18. **Key support processes for volunteers**

18.1 Key support processes are:

- **Attracting volunteers** to support Elmbridge services. Key components of this include profile raising, community presence at open days, libraries, talks to community groups etc.
- **Recruitment programme** for volunteers. A Volunteer handbook and the Recruitment and Retention Policy has been developed and implemented. Support mechanisms have been robustly developed throughout the volunteering process.
• Robust induction and ongoing support programme which is provided by the Volunteer Coordinator supporting Centre Managers across Elmbridge.

• Publicity and information. Expertise has been developed in understanding what works and what does not. Information is clear, relevant, regularly updated but not glossy.

• Recognition events. The importance of recognition events (awards and thank you evenings) is essential to support the amazing team of volunteers. This is an integral element to the Volunteering Action Plan. A Volunteering Action Plan appropriately takes forward all of the activity highlighted above, recognising the specific actions that need to take place on an annual basis.

Section FOUR - Key Support Processes for the voluntary, community and faith sector

19. Financial and other support given to voluntary organisations

19.1 The voluntary sector support mechanism provided by the Council is designed to support voluntary organisations in terms of financial, officer and in-kind support.

20. Funding

20.1 Funding is reviewed on an annual basis. In 2014/15 the Council has provided:

- £372,449 worth of funding (core funding and annual grants) to voluntary sector organisations
- £317,919 direct grant provision
- £36,210 in rent and related support
- £8,320 towards the Disabled Go contract
- £10,000 to the Sports Council grant.

This totals £372,449.
21. **Core-funded organisations**
21.1 All core funded voluntary organisations have a service level agreement with the Council. These have been developed to ensure that there is clarity in terms of the commissioned service that Elmbridge wishes to be provided based on community needs and funding available. The length of a Service Level Agreement (SLA) is currently two years. An annual monitoring review is held with the Preventative and Support Services Manager to consider the previous year’s activity, based on the terms of the SLA.

22. **Core funding and annual funding (previously Small and Medium Grants)**
22.1 Elmbridge currently provides £40,000 for annual grant giving. Applications for these grants are assessed against the Council’s vision and top priorities for the year and to reflect the areas that the Council are specifically looking to focus on.

22.2 An Information Bulletin item is produced on an annual basis which summarises the monitoring reports of core funded organisations as well as those organisations who receive an annual grant. It is very much recognised by the Council that although the sum of money within the annual grant allocation is relatively small it allows the Council to support a large number of voluntary organisations with small scale activities, which in turn allows them to evidence that the Council is supporting the organisation, which can act as an important lever in terms of them securing additional funding from outside sources.

23. **In-kind support**
23.1 In-kind support to the voluntary sector from the Council takes many forms, including:
- Mayoral support – a key area of activity is the Mayor’s involvement during the year, attending a significant number of functions to support voluntary, community and faith sector organisations.
- The offering of discretionary rate relief to registered charities
- Accommodation support (including building maintenance)
- Car parking permits
- Use of the Council’s Public Halls, Centres for the Community and Civic Centre meeting rooms. This support includes officer time across various Council divisions. The cost of this officer time cannot easily be calculated, but is likely to be significant. We will be looking at this area of support and looking to quantify it further over the next three years.

**Section FIVE – Key objectives**

This section outlines the Strategy’s key objectives. Appendix B is the action plan to take forward these objectives across the authority over the next three years. The eleven core objectives highlighted below seek to provide mechanisms which best support the voluntary sector in Elmbridge.

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1 Copies of individual service level agreements and monitoring reports are available on request.
24. **Objective 1 – Funding**

24.1 **Continue to support the Voluntary, Community and Faith Sector in providing both core funding and annual funding to help sustain and develop a robust voluntary sector, while having regard to the Council’s financial position and recognising the need for further evaluation to identify the value of any in-kind support offered.**

24.2 The overall amount of funding given to the Voluntary Sector is highlighted in the previous section for 2014/15. The action plan considers and reviews mechanisms to ensure its annual allocation and transparency.

24.3 As stated in Section Four, Service Level Agreements (SLAs) with voluntary sector organisations are currently for two years and have all just been reviewed. Any future agreements with voluntary organisations would need to have regard to the Council’s financial position but given the current financial challenges two years is the most appropriate timescale.

24.4 For 2015/16 the Leader of the Council has agreed to an inflationary uplift for all core funded organisations. This has been the first time that any core funded organisations, other than the CAB, have received an inflationary uplift. This equated to an increase of £5,430 for 2015/16 to meet this inflationary increase to all core funded organisations.

24.5 It is also recognised that a joint review is currently being undertaken of the current voluntary sector spend in Elmbridge and we will be further reviewing whether there are any future opportunities for a stronger partnership approach with respect to funding.

25. **Objective 2 – Volunteering**

25.1 **Further develop mechanisms, working within the Council’s resources, to support and recruit volunteers supporting the Council in its services, with the key assistance of the Council’s Volunteer Coordinator, and working in partnership with Voluntary Action Elmbridge to support volunteering borough wide.**

25.2 A significant focus of this Strategy is on volunteering. The Action Plan in Appendix B has an annex (1) which is a specific Volunteering Action Plan. The central plank of the Volunteering Policy is to maintain the Volunteer Coordinator support and continuation of this post on a permanent basis is currently being sought.
25.3 The Volunteering Action Plan has been developed to best reflect our volunteering needs. There are currently twelve different roles with Community Support Services where volunteers are being sought as well as a number of volunteering roles within Leisure and Cultural Services. We recognise the importance of constantly refreshing our volunteering literature to support our recruitment campaign and a strong community engagement programme, recognising that attendance at community events has been key.

26. **Objective 3 – Accommodation**

26.1 Continue to work with the voluntary sector to assist its accommodation and premises needs, maintaining the Elmbridge Hub, offering a location base for Walton, Weybridge and Hersham CAB, SCC’s hub and Counselling Partnership. The Council provides premises for CHEER, the Multi-Faith Forum and outreach sessions for CAB within Centres for the Community.

26.2 The Council acknowledges the accommodation challenges faced by a number of voluntary sector organisations in the Borough and very much recognises that the last year has seen the development of the Community Hub at Walton Library for the CAB, SCC service user hub and the counselling partnership. In addition Walton Charities have also provided a community building. Community Support Services provides a location base for CHEER, the Multi Faith Forum and outreach sessions for CABs within Centres for the Community. We have developed the Walton Wellbeing Centre in the last year which is now being used by a range of community groups with core capital funding for this project being met by Surrey County Council.
26.3 The Council financially supports accommodation for the Esher and District and Walton, Weybridge and Hersham CAB. There are tri-partite funding arrangements for Voluntary Action Elmbridge. Funding provided to Relate directly supports accommodation expenses. As stated above the Council provides office accommodation to CHEER, the Multi Faith Forum and CAB outreach sessions within Centres for the Community and core funds Elmbridge Rentstart, which has involved a contribution towards accommodation costs.

26.4 We do recognise that in addition to providing a physical environment for the voluntary sector there have been some real benefits of voluntary organisations sharing premises with each other as well as shared premises within our buildings. For example it is very beneficial having CHEER located within the Claygate Centre for the Community and there is the opportunity to consider achieving further synergies and joint working through co-location in the future.

26.5 In parallel with this Strategy, the Council is currently updating its Asset Management Plan for 2014-15. The Plan includes identification of an appropriate process for any future transfer of assets to the voluntary sector.

27. **Objective 4 – Partnership Working**

27.1 **Facilitate effective partnership working, by both officers and members with active engagement and involvement with the voluntary and community sector to enable its influence at a local level in Elmbridge and a Surrey wide agenda.**

27.2 It is very much recognised that effective partnership working involves active engagement and involvement of both Members and Officers. Members of the Council are elected Trustees or elected Members of voluntary organisations or management committees. The Voluntary Sector in turn draw on their expertise and involvement in the local community. Members are elected Trustees of Walton Charity, both CAB organisations, Home Support Elmbridge, Relate, Rentstart and Elmbridge Community Link.

27.3 In addition to enabling and influencing at a local level there is also the opportunity, through robust partnership working, to assist the voluntary organisation in terms of infrastructure, sustainability and underpinning that organisation for the future.

27.4 The Head of Community Support Services is leading on an Elmbridge wide review of funding being provided to the voluntary sector and as a result members of the review group include:

- Surrey County Council
- CCGs (Surrey Downs and North West Surrey)
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- Walton Charities, with information being provided from the Community Foundation for Surrey

27.5 Activities include ensuring compact compliance, developing a voluntary sector network event in November of each year linking into the launch of the annual grant process, an annual review meeting between SCC, Clinical Commissioning Groups and Elmbridge Borough Council with reference to the tripartite funding for Voluntary Action Elmbridge, involvement in a Surrey joint VCFS commissioning group and involvement with partners as appropriate to best support this sector.

27.6 The Strategy Action Plan scopes the wide range of partnership activity, which is undertaken by Members and Officers across the authority, reflecting ongoing engagement and more specific time limited project work. The importance of taking forward partnership opportunities is recognised with further work taking place across all the council service areas to progress appropriate links with volunteering and/or voluntary organisations. This needs to be reflective of staffing resources to effectively and appropriately engage.

27.7 We recognise that there is the opportunity to continue to work closely with voluntary sector organisations to best understand the opportunities and challenges affecting the sector in the future and how collective approaches could best benefit all parties.

28. **Objective 5 – Review and Monitoring**

28.1 *Enable the voluntary organisations which receive support from the Council to identify their outcomes and outputs to enhance the lives of residents.*

28.2 The Council works to provide effective review and monitoring mechanisms for the support given to voluntary organisations and to work in partnership to achieve this through the use of service level agreements, service plans and agreed performance indicators. Elmbridge Borough Council’s Voluntary Sector Equality Impact Assessment recognises the need to have review/monitoring arrangements in place to reflect the level of financial support given so that monitoring is commensurate with funding levels.

28.3 To work with the Member Review Panel with an annual programme of activity which includes reviewing annual grants and determining funding, to consider the monitoring report before it goes out on the information circular and, this year, undertaking a number of visits to voluntary sector organisations as determined by the Member Panel.
28.4 The opportunity will be taken, with the Member Review Panel, to review our criteria for our annual grant allocation on an annual basis seeking to ensure that any emerging challenges within the Borough can be appropriately reflected in terms of the scoring when applicants are being considered. Appendix A looks at the current Borough profile and some emerging issues and any review would be mindful of ensuring and encouraging voluntary sector organisations to best support the needs of Elmbridge residents.

28.5 Elmbridge supports Surrey Compact principles. These principles are about being transparent and consistent in terms of discussions with voluntary organisations, particularly where there may be funding changes. The Council has, to date, had no action taken against them with regard to any Compact compliancy issues. To date we have not reduced any of the core funded organisations that we support.

29. **Objective 6 - Providing information and Support**

29.1 **Facilitate the provision of effective information to raise the sectors profile and to enhance and develop the Council’s voluntary sector webpages accordingly and to ensure effective engagement of the voluntary sector through the Elmbridge Older Persons Advisory Body and Multi Faith Forum, developing appropriate voluntary sector forums on a bi-annual basis and linking in appropriately with the Streets Ahead project.**

29.2 The Council aims to ensure that there is up to date information that can be accessed by the local community about support for the voluntary sector in Elmbridge. Actions include:

- Production of a Voluntary Sector Organisations Directory, and a Funding Guide that includes signposting to funding sources and advice and web pages. This ensures that voluntary organisations are aware of the guide and signposts to Voluntary Action Elmbridge (who lease a funding database).

- Annual voluntary sector networking event, specifically linking with our annual funding process.

- Supporting the process of maintaining the listings of voluntary organisations on the Elmbridge Disabled Go Website. Involvement in the annual review process of the 1,000 premises identified in the borough.

- Looking to refresh the voluntary sector website information over the next year.
29.3 Across the Council a significant amount of officer time has been devoted to the VCS through the provision of information, enabling access to up to date information on the voluntary sector and the Council’s support.

29.4 An important element in the range of support to the voluntary sector includes recognising the importance of training for the voluntary sector. Community Support Services have developed an annual training programme to support Borough and District Council services and voluntary sector services to deliver services for Centres, Meals on Wheels, Community Transport, Community Alarm and Telecare as well as other services supporting vulnerable residents.

We have now completed a very successful two year programme and continue to develop a Surrey wide training programme on an annual basis. We will continue to do so until funding resources have concluded.

We also support the Health and Social Care joint training partnership in terms of the work and activities of the partnership with respect to supporting the partnership training programme for the voluntary sector.

We are supporting SCC on leading on the development of a volunteering task group following a volunteer summit. We have also introduced a voluntary sector newsletter which we are seeking to produce on a six monthly basis as well as contributing to any relevant information to Voluntary Action Elmbridge’s newsletter.
Objective 7 – Community Engagement

30.1 Empower voluntary organisations to seek funding and engagement with Crowd Funder where appropriate, as well as more general community engagement and joint working to raise their and other voluntary sector organisations profile accordingly with the explicit aim of both encouraging funding, community knowledge of their organisation and volunteering.

30.2 The Council supports community and voluntary organisations to take forward specific projects where a local need has been identified. Examples of how the Council has supported such projects include the development of the Gardening Service in 2010, which has been core funded by the Council and delivered by Home Support Elmbridge. This need was identified by the Crime Prevention forum and taken forward at the time through a partnership group. The Community Support Services Division has worked with the Alzheimer’s Society to develop support groups in the Borough in partnership with the Relief Carers Scheme. This also includes supporting West Elmbridge and Spelthorne’s development of a café at the Weybridge Centre for the Community.

30.3 Community Support Services, through the Personalisation, Partnership and Prevention Plan has looked to actively take forward SCC’s Friends, Family and Community Support Agenda. In Elmbridge we have been engaging strongly with the community for many years with our 785 strong volunteer workforce which has been key to all aspects of service delivery. However we continue to consider how best we can further develop services accordingly.

We have launched the Friends, Family and Community Support Fund this year and will continue to operate this funding process as long as there is funding to do so.

30.4 The Strategy Action plan maps a range of initiatives being developed. It is accepted that this area of activity will change and evolve over time.
Objective 8 – Personalisation, Partnership and Prevention Plan

31.1 Continue to run the Personalisation, Partnership and Prevention Plan (on the basis of receiving annual funding from SCC in 2015/16 and finally 2016/17) and continue, where appropriate, to develop an annual Friends, Family and Community Support Fund. Secondly, to continue to support Crown Simmons Housing Association with the newly launched Iris Simmons Annual Award Scheme.

31.2 In 2011/12 Surrey County Council launched the Personalisation, Partnership and Prevention Fund, funding the eleven Boroughs and Districts over a committed five year period with £150,000 being allocated in year one with a commitment of £180,000 thereafter. We are now into the third year of our plan and work, on average, with 14 projects at a time, looking to scale up activity accordingly.

Some of the successful projects to date have seen the purchase of the Community Cab (a wheelchair accessible vehicle), establishment of befriending tea parties organised in sheltered accommodation that reduce social isolation, wider promotion of Community Support Services through presentations to professionals and voluntary groups, awareness raising events and practical one off support to older people particularly those recently discharged from health services.

We have launched a Friends, Family and Community Support Fund, making a small level of funding available from PPP for individuals, community groups or voluntary sector organisations to look at
developing small scale initiatives that are sustainable through volunteer input. Six organisations were funded from the first round and we are looking at potentially one further round within current identified resources but would hope that the fund continues for the term of PPP. Secondly, we have been working with Crown Simmons Housing Association to develop a joint fund entitled the Iris Simmons Annual Award Scheme, recognising her unique contribution to the community.

Elmbridge Borough Council and Rosemary Simmons Memorial Housing Association have both agreed to provide matched funding to enable a £1,000 award scheme to be launched. Both organisations felt that it would be a fitting tribute to Iris’ remarkable contribution to the residents of Elmbridge.

32.

Objective 9 – Employee volunteering

32.1 Continue to action a robust employee volunteering scheme (Community Time), continuing to action the Friday dress down day to support voluntary sector organisations and charities and to look to work proactively with local organisations to promote their service and fundraising opportunities.

32.2 Organisations who want to publicise events will be encouraged to add these to the Council’s website and to use the email alerts regularly produced by VAE and the Voluntary Sector Support Team. This facility will also be promoted through the voluntary sector newsletter.

32.3 The Organisations Development Team to work with the Voluntary Sector Support Team to promote the Friday dress down day and publicise the amount raised on the voluntary sector web pages.

33.

Objective 10 – Elmbridge Community Fund

33.1 Work with the Community Foundation for Surrey to develop an Elmbridge Fund with active engagement of Chief Executive and other officers as appropriate to encourage philanthropy giving across the Borough.

33.2 To work closely in partnership with the Community Foundation for Surrey to identify the needs of services and gaps in the local community aiming to support external funders to identify potential projects that meet their criteria for funding.
Objective 11 – Research and Benchmarking

34.1 Enable best practice research and benchmarking of local and national services that have been developed by voluntary sector organisations to best inform and enhance the voluntary sector in Elmbridge.

34.2 The Council annually review their Customer Service Excellence accreditation and this includes a customer insight review. Information drawn from this area of activity will be used to inform needs of the voluntary sector going forward. This may result in specific projects being evolved if appropriate needs are identified. Work will continue through the Surrey Equality and Diversity Network (SUDEEN) to support their Communities of practice website and to use Equality and Diversity data.

34.3 The Council will promote and ensure equal opportunities to access voluntary sector support and funding irrespective of race, ethnicity, religion, age, gender, social and economic status or any other irrelevant barrier. Moreover, the Council will work with the Equality and Diversity Forum as appropriate to reflect voluntary sector issues to develop and carry out the action plan identified in the voluntary sector equality impact assessment.

34.4 The Council will be working with different data sources to ensure we are best informed around the potential needs of the community, particularly where they could be best supported by the voluntary sector.

34.5 Elmbridge led on a 2007 benchmarking exercise of voluntary sector spend across Boroughs and Districts, Surrey and the PCT. We are looking to potentially refresh this benchmarking activity through the Joint Funders Working group. The initial benchmarking report on activity showed that Boroughs and Districts spent between £200,000 and £1.1 million on voluntary sector. The average spend was £431,000. The report considers the top five areas of activity/organisations supported. Elmbridge is consistent in terms of funding areas with other boroughs and districts. CAB services are the highest funded area followed by Age Concern and organisations providing transport and housing-related services. Other organisations funded include mental health organisations, Crossroads, North Surrey Association for Disabled, HomeStart and Alzheimer’s Society. These areas are supported across Elmbridge either through direct service provision or through funding provided by the Council, Surrey County Council or Clinical Commissioning Groups.
35.

Objective 12 – Volunteer Survey

35.1 To carry out a survey specifically focusing on new volunteers joining Community Support Services over the last year to best understand the current volunteer resource we can call on within a community setting, understanding the time they are able to give and how this impacts on current recruitment and future recruitment strategies.

35.2 Community Support Services will be undertaking a volunteering research survey this year to best understand how our newer volunteers are engaging with our services as this will help inform our activity in the future and will be reported back through the Member working group.

36.

Objective 13 – Enhancing Diversity

36.1 Support the voluntary sector to build resilience, improving understanding between people of different backgrounds and fostering shared values.

36.2 We have also taken forward the Elmbridge Equality and Diversity Forum, the first Borough based forum in Surrey. The forum meets once every six months and looks at a wide range of issues with the forum determining the agenda from one meeting to the next.
Recent examples include receiving updates on domestic violence services, welfare benefit changes, Health Watch, Carers of Elmbridge, the Victim Support Scheme and honour based crime. We are also currently looking to evaluate data to develop a coordinated, targeted Children’s Centre programme and are drawing on Joint Strategic Needs Assessment (JSNA) data and have set up an Elmbridge Officers meeting with colleagues from Public Health to look at the joint Health and Wellbeing agenda and how both organisations complement and support each other in taking forward residents’ health and wellbeing.

Consultation undertaken during January 2015
Strategy compiled by:
Melanie Bussicott - Head of Community Support Services
Gail McKenzie – Preventative and Support Services Manager
Appendix A – Borough profile data
This appendix takes the opportunity of looking at the current profile of the Borough in terms of the age profile, ethnic minority groups, average earnings, house prices and life expectancy, looking at how Elmbridge relates to national and Surrey data.

Demographics - Age profile
- An ageing population in Elmbridge, where the number of older residents (men aged 65+ and women aged 65+) is estimated at 21,518. It is estimated that 11,631 carers support vulnerable residents in the Borough, of whom 1,100 are thought to provide between 20 to 49 unpaid hours of care per week. This will have implications in terms of voluntary sector organisations looking to support older people and carers to enable them to remain in community settings.
- The older population over 85 is estimated to increase by 19.5% by 2020.
- According to the 2011 Census there are 130,900 people living in Elmbridge, making it the third most populated of Surrey’s eleven Boroughs and Districts.
- It is notable that 20.6% of the Elmbridge population is under the age of 15 which is the highest proportion of any Borough in Surrey and is higher than the national average of 17.6%.
- There are a total of 52,900 households in Elmbridge with its principle towns being Esher, Walton on Thames, Weybridge and Cobham.

Protected characteristics
- The main ethnic groups in Elmbridge are:
  - White British / English / Scottish / Welsh – 79.9%
  - Other white – 8.7%
  - Asian / Asian British / Indian – 1.9% (the largest non-white ethnic group)
  - White gypsy or Irish traveller – 0.12% (this number is likely to be higher because of under-identification of this ethnic group)

House prices / social housing
- The average house price in Elmbridge is £647,992 whereas the national average house price is £246,764 (Department of the Communities and Local Government – April to June 2013)
- According to the 2011 Census social housing makes up approximately 10% of the housing stock in Elmbridge (15% is privately rented and 73% is owner occupied).
- There are approximately 4,500 social rented properties to meet general needs housing (excluding supported housing and sheltered housing for older people of which the majority are owned and managed by Paragon Community Housing Group).

Unemployment
- According to national statistics, levels of unemployment in Elmbridge are 3.4% whereas the national average for unemployment is 5.8% of the economically active population (those aged 16 – 64).
Strategy for Voluntary and Community Sector Support and Volunteering

Headline data from the Streets Apart report
- The above were key facts coming from the Streets Apart Growing up in the Margins in Elmbridge report produced by Surrey County Council and Walton Charities working in partnership with Elmbridge Borough Council. Key facts:
  - **Life expectancy** in Cobham Farimile is 90.6 years and in Walton North is 78.7 years with a national total of 82.6m showing almost a 12 year difference from one ward to another.
  - **Disability** – 55% of families with a child with a disability are living in poverty or around the margins of poverty
  - **People under the age of 15** in Elmbridge - 20.6% compared with the national average of 17.6%
  - **Domestic abuse** - There were 15,046 reports in 2013. Elmbridge ranks as the third highest Borough for domestic abuse in Surrey
  - **Children with mental health difficulties** – Surrey average 17.15%, Walton North average 10.1% and Molesey South average 9.8%

- **Older people in Elmbridge** from 2013 to 2020 is:
  - 2013 – 22,800
  - 2020 – 25,500
  - Percentage increase in 65+ - 11.8%
  - Percentage increase in 85+ - 19.5%

- **Dementia** - In 2011 there were 15,100 people in Surrey with dementia, of which 14,830 people were over the age of 65 and 294 people had early onset dementia. This number is predicted to rise to 19,000 by 2020.

- **Population density per person per hectar** - Surrey’s area and population density per person per hectare as shown in the 2011 Census Elmbridge was as follows:
  - Elmbridge – 13.8 persons
  - Epsom and Ewell – 22 persons
  - Mole Valley - .3. persons

- LSOAs (local super output area) with the highest level of households with people aged 65 and over and one person household aged 65 plus:
  - Hersham South – 53.6% (highest in Surrey)
  - Claygate – 26.5% (sixth highest area in Surrey)

- **NEETS** - young people aged 16 to 18 not in employment, education and training:
  - Elmbridge and Walton North – 20 cases in March 2013 (third highest area in Surrey after Guildford West Borough and Spelthorne, Ashford North, Stanwell South and Staines South

- **Children aged 0 – 15 years** - Elmbridge has the highest number of children aged 0 to 15 in Surrey (27,870 which represents 20.6% of the Borough’s population). This has implications in terms of looking to the voluntary sector to potentially support children and families within the Borough. The overall population is currently estimated at 130,900.
### Appendix B: Strategy Action Plan

<table>
<thead>
<tr>
<th>Key objectives</th>
<th>Division / Officer/s (abbreviations of job titles are included below and are detailed in full at the end of the action plan)</th>
<th>Action</th>
<th>Outcome</th>
<th>Deadline (* means this activity will take place on an annual basis.)</th>
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<tbody>
<tr>
<td>1. Funding</td>
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<tr>
<td>1.1 Continue to support the Voluntary, Community and Faith Sector in providing both core funding and annual funding to help sustain and develop a robust voluntary sector, while having regard to the Council’s financial position and recognising the need for further evaluation to identify the value of any in-kind support offered.</td>
<td>H of CSS PSSM</td>
<td>A. <a href="#">Implement an extensive information awareness campaign</a> of the Council’s annual grant process which has been supported by a newsletter launch.</td>
<td>Voluntary organisations continue to receive grant funding on an annual basis.</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>B. <a href="#">To further review the online application</a> ensuring that it is user friendly as well as enabling a word document to be used if the online form cannot be completed.</td>
<td>An easy to use e-form</td>
<td>Sept 2015</td>
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</tbody>
</table>
### Strategy for Voluntary and Community Sector Support and Volunteering

<table>
<thead>
<tr>
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<tr>
<th>Action</th>
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<tbody>
<tr>
<td></td>
<td>Members are aware of the services provided by core funded organisations.</td>
<td>*</td>
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<td></td>
<td>Organisations meeting the key priorities of the Council are funded.</td>
<td>*</td>
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</table>

C. Set up meetings for the annual member working group to review applications, undertaking an annual voluntary sector visiting programme for the working group. To agree annual funding with sign-off from the Strategic Director.

D. **Inform voluntary organisations** by the end of March of their grant funding application success or otherwise.

E. **Implement monitoring mechanisms** for all funded organisations.
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</table>
|                | **F. Issue funding.**  
|                | **G. Produce an annual review report** of both core funded and annual grant funded organisations based on monitoring data and issue it through the Members' information circular.** |        | Organisations are funded in a timely manner. | *     |
|                | **H. Implement outcomes from partners funding review.**  
|                | Having concluded a mapping exercise of current spend with key funding partners, consider the specific resulting actions. |        | To optimise funding to best support the voluntary sector in the Borough | March 2016 |
## Key objectives

<table>
<thead>
<tr>
<th>Division / Officer/s</th>
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<th>Outcome</th>
<th>Deadline</th>
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<tbody>
<tr>
<td><strong>Volunteering</strong></td>
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### 2.1 Further develop mechanisms, working within the Council's resources, to support and recruit volunteers supporting the Council in its services, with the key assistance of the Council's Volunteer Coordinator, and working in partnership with Voluntary Action Elmbridge to support volunteering borough wide.

- **PSSM CSM VC**

  - **Action**
    - This item needs to be considered together with Annex 1 below.
    - A. Develop and action an **annual volunteering action plan** with staff.
    - B. **Ensure an annual target is met** for Community Support Service volunteering of placing 100 new volunteers annually.
    - C. **Encourage a diverse volunteering pool**, building on activity to encourage schools, young people and other groups as

  - **Outcome**
    - Optimisation of the recruitment process.
    - The Council continues to increase the number of volunteers providing support

  - **Deadline**
    - *
<table>
<thead>
<tr>
<th>Key objectives</th>
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<th>Outcome</th>
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<tbody>
<tr>
<td></td>
<td>H of L&amp;CS / VC</td>
<td>D. Maintain links with Voluntary Action Elmbridge / Elmbridge Volunteer Centre (VAE) and continue with regular meetings between the PSSM and VC and the Volunteer Centre to best support their volunteer recruitment.</td>
<td>Performance of VAE is monitored and best practice shared</td>
<td>* December 2015</td>
</tr>
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<td></td>
<td></td>
<td>E. Seek to ensure that VAE meets its annual target of recruiting <strong>15 volunteers</strong> for the Council.</td>
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<td></td>
<td></td>
<td>F. Refresh the Council's Volunteering Policy following the re-launch of the</td>
<td>Policy is fit for purpose</td>
<td>*</td>
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</table>

* means this activity will take place on an annual basis. (abbreviations of job titles are included below and are detailed in full at the end of the action plan)
## Strategy for Voluntary and Community Sector Support and Volunteering

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<tbody>
<tr>
<td></td>
<td>Community Time initiative.</td>
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<tr>
<td>G.</td>
<td>Review and re-launch the volunteering section on the <a href="#">website</a>, enhancing the user friendly information on this section of our website.</td>
<td></td>
<td></td>
<td>Summer 2015</td>
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<tr>
<td>H.</td>
<td>Annually, work with the Mayor to <a href="#">promote volunteering</a>.</td>
<td></td>
<td></td>
<td>*</td>
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<tr>
<td>I.</td>
<td>Work with the Crown Simmons Chief Executive to consider an <a href="#">annual joint awards scheme</a> between the Council and Crown Simmons Housing Association.</td>
<td></td>
<td>Optimise promotion of volunteer recruitment.</td>
<td>December 2015</td>
</tr>
<tr>
<td>Key objectives</td>
<td>Division / Officer/s</td>
<td>Action</td>
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<tr>
<td>3. Accommodation</td>
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<tr>
<td>3.1 Continue to work with the voluntary sector to assist its accommodation and premises needs, maintaining the Elmbridge Hub, offering a location base for Walton, Weybridge and Hersham CAB, SCC’s hub and Counselling Partnership. The Council provides premises for CHEER, the Multi-Faith Forum and outreach sessions for CAB within Centres for the Community.</td>
<td>PSSM H of AMPS A. Continue to work with voluntary sector organisations where there is an identified accommodation need. B. The provision of the community hub at Walton for the Walton, Weybridge and Hersham Citizen’s Advice Bureau and to look to ensure that the building is fit for purpose. C. Continue to support CHEER, offering a</td>
<td>Voluntary sector occupying accommodation that is fit for purpose The use of the Hub is optimised</td>
<td>* Spring / Summer 2015 *</td>
<td></td>
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</table>
### Key objectives

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<tbody>
<tr>
<td><strong>Division / Officer/s</strong>&lt;br&gt;(abbreviations of job titles are included below and are detailed in full at the end of the action plan)</td>
<td>location base at Claygate Centre for the Community. D. The Council provides assistance through the provision of annual car parking permits for the <strong>Esher and District CAB</strong> and three other organisations on the Esher car park site.</td>
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</table>

### 4. Partnership Working

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<tr>
<th>4.1 Facilitate effective partnership working, by both officers and members with active engagement and involvement with the voluntary and community sector to enable its influence at a</th>
<th>H of CSS PSSM</th>
<th>A. To work with the <strong>Surrey Joint Commissioning Group</strong> to ensure a coordinated approach to delivery. B. To continue with the Elmbridge joint group of key</th>
<th>Best practice is shared with SJCG</th>
<th>*</th>
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<tr>
<td>Key objectives</td>
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<tr>
<td>local level in Elmbridge and a Surrey wide agenda.</td>
<td></td>
<td>officers from organisations providing funding to the voluntary sector to ensure a more coordinated approach in the future.</td>
<td>optimised, meeting current and future identified needs</td>
<td></td>
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<tr>
<td>C. To work with the Elmbridge Older Person’s Advisory Body, the Equality and Diversity Forum and other Elmbridge based working groups as appropriate.</td>
<td></td>
<td></td>
<td>Good partnership working with partners</td>
<td></td>
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<tr>
<td>D. To undertake a joint year one review of the strategy with Walton Charity and VAE and consider any resulting actions, reporting back to Cabinet</td>
<td></td>
<td></td>
<td>To enable the most effective delivery of the strategy and to reflect any emerging challenges / opportunities.</td>
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</table>
### 5. Review and monitoring

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<th>Deadline</th>
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</table>
| **5.1 Enable the voluntary organisations which receive support from the Council to identify their outcomes and outputs to enhance the lives of residents.** | PSSM | A. To work with core-funded VCS organisations to produce two year **Service Level Agreements**, ensuring that the service level agreements for core funded organisations are actioned as early in the financial year as possible.  
B. To undertake annual **review meetings with core-funded organisations** and to provide a summary for the annual review report. | Organisations are monitored to agreed outcomes  
Members are aware of the performance of core funded organisations | * |
<table>
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<td><strong>Deadline</strong></td>
<td>(* means this activity will take place on an annual basis.)</td>
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<tr>
<td><strong>C.</strong> To implement the <em>annual grant scheme</em>, reflecting amendments and changes agreed through the Member Panel with Strategic Director sign-off.</td>
<td>A wider selection of organisations providing local support are funded.</td>
</tr>
<tr>
<td><strong>D.</strong> Set up a <em>visiting programme</em> for the Member Panel to visit both core and annually funded organisations.</td>
<td>Members are aware of the performance and service core funded organisations provide.</td>
</tr>
<tr>
<td><strong>E.</strong> To produce an <em>annual report</em> for the Overview and Scrutiny Committee outlining Member Panel’s activity throughout the year.</td>
<td>Overview and Scrutiny are aware of the performance of funded organisations.</td>
</tr>
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</table>
## Strategy for Voluntary and Community Sector Support and Volunteering

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<td>6.</td>
<td>Providing Information and Support</td>
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<tr>
<td>6.1 Facilitate the provision of effective information to raise the sectors profile and to enhance and develop the Council’s voluntary sector webpages accordingly and to ensure effective engagement of the voluntary sector through the Elmbridge Older Persons Advisory Body and Multi Faith Forum, developing appropriate voluntary sector forums on a bi-annual basis and linking in appropriately with the Streets Ahead project.</td>
<td>VS Admin Support</td>
<td>A. Annual updating of the Elmbridge Voluntary Sector directory, ensuring it is fully promoted within the Council and across the voluntary sector. B. Annual updating of the funding guide, working in partnership to signpost to Voluntary Action Elmbridge for advice. C. To produce a voluntary sector newsletter, issuing at least one annually to link in with the</td>
<td>The community are aware of the voluntary sector services available locally. Increased awareness of available funding streams. The voluntary sector are aware of Council activities and</td>
<td>*</td>
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(* means this activity will take place on an annual basis.)
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<tr>
<td></td>
<td>H of CSS GT PSSM VS Admin Support</td>
<td>annual grant process. D. Further develop the website ensuring it becomes more user friendly and informative. E. Undertake a voluntary sector networking lunch in December / January of each year ahead of the annual grant process to best inform voluntary sector organisations. F. Continue to ensure that the LPSA training programme that Community Support Services leads on, using a six month training programme based on a previous initiatives. Web pages that are fit for purpose. Potential applicants are updated with the application process for the Elmbridge Annual Grant. Optimisation of take up of training by the voluntary sector.</td>
<td>*</td>
<td>*</td>
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<tr>
<td>Key objectives</td>
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<td></td>
<td>training audit to best meet community needs.</td>
<td>Optimisation of relevant training by the voluntary sector.</td>
<td>*</td>
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<td></td>
<td>G. Encourage Health and Social Care joint training applications from the voluntary sector as appropriate.</td>
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<td>H. Ensure any joint training is appropriately advertised through our newsletter or email updates as appropriate.</td>
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7. **Community Engagement**

7.1 **Empower voluntary organisations to seek funding and engagement with Crowd Funder where**

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<th>Deadline</th>
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<tbody>
<tr>
<td></td>
<td>H of CSS PSSM CSM</td>
<td>A. Investigate and develop innovative ways of engaging residents in decision making at a</td>
<td>Local community needs are met.</td>
<td>*</td>
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<tr>
<td>Key objectives</td>
<td>Division / Officer/s</td>
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<td>Outcome</td>
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<tr>
<td>appropriate, as well as more general community engagement and joint working to raise their and other voluntary sector organisations profile accordingly with the explicit aim of both encouraging funding, community knowledge of their organisation and volunteering.</td>
<td></td>
<td>local level, utilising mechanisms such as the residents panel, public meetings, support of the Ageing Well initiative, inter agency meetings and the Let’s Talk Elmbridge events.</td>
<td>The Multi Faith Forum has a base to operate from.</td>
<td>*</td>
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<tr>
<td></td>
<td></td>
<td>B. Continue to offer a location base for the <strong>Multi Faith Forum</strong> and support as appropriate. The Forum is potentially looking to develop an engagement event in 2014/15.</td>
<td></td>
<td>2017 or until funding</td>
</tr>
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<td></td>
<td></td>
<td>C. Support fundraising for the <strong>Mayor’s charity</strong>, supporting appropriate actions.</td>
<td>Increased awareness of the Mayor’s charity. Grass roots organisations</td>
<td>*</td>
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<td></td>
<td></td>
<td>D. To continue to implement the</td>
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<td></td>
<td>Friends, Family and Community Support initiative.</td>
<td>E. Consider whether further funding should be identified for <strong>one further funding round.</strong></td>
<td>receive funding for local projects.</td>
<td>*</td>
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<tr>
<td></td>
<td>F. Work with <strong>CHEER and Visiting Friends</strong> to support the PPP funded and enhanced befriending service.</td>
<td>F. Work with <strong>CHEER and Visiting Friends</strong> to support the PPP funded and enhanced befriending service.</td>
<td>Socially isolated people will receive information on health related matters and their isolation reduced</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>G. Continue to develop and support the <strong>Elmbridge Wellbeing Centre</strong> in Walton.</td>
<td>G. Continue to develop and support the <strong>Elmbridge Wellbeing Centre</strong> in Walton.</td>
<td>Optimum use of the Wellbeing Centre through partnership working.</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>H. Encourage joint working with the <strong>Alzheimer’s Society</strong>, Age UK, Relate, Activi-TEAS group supported by</td>
<td>H. Encourage joint working with the <strong>Alzheimer’s Society</strong>, Age UK, Relate, Activi-TEAS group supported by</td>
<td></td>
<td>*</td>
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<tr>
<td>Key objectives</td>
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<td>(abbreviations of job titles are included below and are detailed in full at the end of the action plan)</td>
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<tr>
<td>8. Personalisation, Partnership and Prevention Plan</td>
<td>H of CSS PSSM</td>
<td>A. Consider a Council <strong>volunteering recognition scheme</strong> with the Mayor in 2015 – having agreed that this would take place every 5 years and</td>
<td>Volunteers recognise the difference their support makes to Council services.</td>
<td>Autumn 2015</td>
</tr>
<tr>
<td>8.1 Continue to run the Personalisation, Partnership and Prevention Plan (on the basis of receiving annual funding from SCC in 2015/16 and finally 2016/17) and</td>
<td></td>
<td>I. Continue to develop appropriate <strong>community engagement projects</strong>.</td>
<td>Local community needs are met.</td>
<td>*</td>
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</table>

The Relief Carer’s Scheme and other voluntary sector initiatives as they develop over time.
<table>
<thead>
<tr>
<th>Key objectives</th>
<th>Division / Officer/s</th>
<th>Action</th>
<th>Outcome</th>
<th>Deadline</th>
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<tr>
<td>continue, where appropriate, to develop an annual Friends, Family and Community Support Fund. Secondly, to continue to support Crown Simmons Housing Association with the newly launched Iris Simmons Annual Award Scheme.</td>
<td></td>
<td>last took place in 2010. B. Through PPP funding continue the Friends, Family and Community Support Fund, working with SCC to agree appropriate grant applications and monitor accordingly.</td>
<td>Grass roots organisations receive funding for local projects.</td>
<td>2017 or until PPP funding ceases.</td>
</tr>
<tr>
<td>8.2 To continue with the Crown Simmons Housing Association initiative, supporting Crown Simmons to run any further award schemes.</td>
<td></td>
<td>A. To continue with the Iris Simmons Award Scheme working in partnership with the housing association.</td>
<td>Grass roots organisations receive funding for local projects.</td>
<td>2017 or until funding ceases.</td>
</tr>
<tr>
<td>Key objectives</td>
<td>Division / Officer/s</td>
<td>Action</td>
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<td><strong>9. Employee volunteering</strong></td>
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<tr>
<td><strong>9.1 Continue to action a robust employee volunteering scheme (Community Time), continuing to action the Friday dress down day to support voluntary sector organisations and charities and to look to work proactively with local organisations to promote their service and fundraising opportunities.</strong></td>
<td>H of CSS PSSM Organisational Development Officers</td>
<td>A. Collate opportunities available in the voluntary sector. B. Promote opportunities through the intranet. C. Work / support Organisational Development’s rollout of dress down days</td>
<td>Support to the local voluntary sector optimising fundraising by Council staff.</td>
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<td><strong>10. Elmbridge Community Fund</strong></td>
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<tr>
<td><strong>10.1 Work with the Community Foundation</strong></td>
<td>H of CSS PSSM</td>
<td>A. Work in partnership with Community</td>
<td>Local needs are met through</td>
<td>*</td>
</tr>
<tr>
<td>Key objectives</td>
<td>Division / Officer/s</td>
<td>Action</td>
<td>Outcome</td>
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<td>for Surrey to develop an Elmbridge Fund with active engagement of Chief Executive and other officers as appropriate to encourage philanthropy giving across the Borough.</td>
<td></td>
<td>Foundation Surrey to ensure funding is targeted to key communities in need.</td>
<td>targeted funding.</td>
<td>(* means this activity will take place on an annual basis.)</td>
</tr>
<tr>
<td><strong>11.</strong></td>
<td><strong>Research and Benchmarking</strong></td>
<td></td>
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<tr>
<td><strong>11.1</strong></td>
<td>Enable best practice research and benchmarking of local and national services that have been developed by voluntary sector organisations to best inform and enhance the voluntary sector in Elmbridge.</td>
<td>H of CSS H of L&amp;CS</td>
<td>A. Look at potentially refreshing a previously conducted benchmarking exercise, comparing Elmbridge with other Borough’s and District’s activity across Surrey as a</td>
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</table>
### Key objectives

<table>
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<tr>
<th>Division / Officer/s</th>
<th>Action</th>
<th>Outcome</th>
<th>Deadline</th>
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<tbody>
<tr>
<td>[Annotations]</td>
<td>way of reviewing our activity and how we compare to others as well as sharing best practice. B. Continue to draw on documentation such as Surrey Uncovered to evaluate needs and with the potential to encourage annual grant applications to best meet community needs.</td>
<td>[Annotations]</td>
<td>(* means this activity will take place on an annual basis.)</td>
</tr>
</tbody>
</table>

#### 12. Volunteer survey

12.1 **To carry out a survey specifically focusing on new volunteers joining Community Support Services over the last year to best understand**

- **A. Contact all volunteers who have been recruited in the last year, with a questionnaire.**
- **B. Use the findings**

Optional volunteer recruitment for Council needs. **Autumn 2015**
### Key objectives

<table>
<thead>
<tr>
<th>Division / Officer/s</th>
<th>Action</th>
<th>Outcome</th>
<th>Deadline</th>
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<td></td>
<td>from the data to target groups and residents in the geographical area of the Borough with a new recruitment campaign.</td>
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</table>

* means this activity will take place on an annual basis.

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### Enhancing Diversity

13. Support the voluntary sector to build resilience, improving understanding between people of different backgrounds and fostering shared values.

13.1 Support the voluntary resource we can call on within a community setting, understanding the time they are able to give and how this impacts on current recruitment and future recruitment strategies.

13.1.1. To share any new data obtained by the Council which might support funding applications made by the VCS.

Optimal funding bids are produced.

---

**Abbreviations**

- H of CSS - Head of Community Support Services
- PSSM – Preventative and Support Services Manager
- VC - Volunteer Coordinator
- VS Admin Assistant = Voluntary Sector Admin Assistant
- GT - Graduate Trainee
- H of AMPS - Head of Asset Management & Property Services
- H of L&CS - Head of Leisure and Cultural Services
### Annexe 1: Volunteering Action Plan

#### Volunteering Action Plan 2015/16

<table>
<thead>
<tr>
<th>Key objectives</th>
<th>Department/Officers</th>
<th>Action</th>
<th>Deadline (* Annual Activity.*)</th>
</tr>
</thead>
</table>
| 1. Continue to recruit for a portfolio of Community Support Services where volunteers are key to service delivery and to successfully meet our 2015/16 target of 100 new volunteers. | H of CSS VC CSM TC DSM CLC MCM WCM TDCM GSO | a) To meet the annual volunteering target of recruiting 100 new volunteers who will be supporting any of the following 14 areas of activity:  
  - To maintain existing Meals on Wheels rounds.  
  - To consider during the year ahead whether there is a requirement for a Meals on Wheels round review.  
  - To work with Centre Manager at Molesey Centre to support weekend Meals on Wheels volunteer requirement.  
  - With funding for a Mole Valley service continuing for a further year we will review with Voluntary Action Mid Surrey | Ongoing March 2015 |
<table>
<thead>
<tr>
<th>Key objectives</th>
<th>Department/Officers (abbreviations of job titles are included below and are detailed in full at the end of the action plan) Lead Officer will appear in bold</th>
<th>Action</th>
<th>Deadline (* Annual Activity.)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>whether there is a need for a volunteer campaign to provide escorts for our Meals on Wheels drivers.</td>
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<td></td>
<td>• Recruit volunteers for the ten <strong>Specialist Groups</strong> for people with Dementia (ensuring at least one volunteer per group).</td>
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<td></td>
<td>• Continue to support the <strong>Assisted Shopping Service</strong>, an initial cohort of 6 – 8 volunteers have been trained. We need to review to determine whether further volunteers are required.</td>
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<td></td>
<td>• To support <strong>Cobham Link</strong> with volunteering / volunteers.</td>
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<td></td>
<td>• To support 2 <strong>Children's Centres</strong> with volunteers, specifically focusing on transferring play and learn sessions from a staffing to volunteer base.</td>
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<td></td>
<td>• To support <strong>Centres</strong> to action</td>
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</table>
### Key objectives

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<tr>
<th>Department/ Officers</th>
<th>Action</th>
<th>Deadline</th>
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</table>
| (abbreviations of job titles are included below and are detailed in full at the end of the action plan) Lead Officer will appear in bold | **specific services**, for example computer clubs supported by volunteers.  
  - To consider, during the year, whether the **wheelchair pushing service for Walton** is successful and consider the next steps.  
  - To support the **Molesey Community Garden** in terms of their garden maintenance volunteer requirements.  
  - To work on developing a **Men in Sheds Project** at the Thames Ditton Centre and review and action volunteering requirements.  
  - To work with the Weybridge Centre around the **potential development of a carers choir** and the need for support / choir leader / volunteers.  
  - To support any aspects of the **Carer Support** programme | (* Annual Activity.*) |
<table>
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<th>Key objectives</th>
<th>Department/ Officers</th>
<th>Action</th>
<th>Deadline (* Annual Activity.)</th>
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</table>
| 2. Continue to distribute promotional material Borough-wide. | VC CIO GSO | a. Ensure the new volunteering leaflet is distributed along with other literature Borough wide over the next year.  
b. To consider the option of using our new pop ups in the reception area along with a general Community Support Services pop ups.  
c. To work with the Graduate Support Officer (once in post) to support community engagement / community awareness raising in relation to any of the 14 projects listed above. | Ongoing |
| 3. Annual commitment to Engagement Events | H of CSS CSM VC GSO PSSM | a. Centre specific promotional events throughout the year, seeking to ensure no less than ten engagement events.  
b. To ensure that community engagement / awareness stalls | |
### Key objectives

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<th>Department/Officers</th>
<th>Action</th>
<th>Deadline (* Annual Activity.*)</th>
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<td></td>
<td>continue to meet annual targets.</td>
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<td></td>
<td>c. To consider whether we do any further open days at Centres once the two final open days have taken place at Thames Ditton and Hersham.</td>
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<td></td>
<td>d. Active involvement in the annual volunteering week – June.</td>
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<td></td>
<td>e. Organise with the Mayor to undertake a Meals on Wheels round to promote the Mayor’s role as volunteer champion.</td>
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<td></td>
<td>f. To implement a presence of Community Support Services in the reception area.</td>
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<td></td>
<td>csm VC</td>
<td>H of CSS to work with Facilities Manager.</td>
</tr>
<tr>
<td><strong>4. Undertake volunteer training and re-launch the volunteering recruitment and retention handbook by the end of 2014</strong></td>
<td>a. To ensure that handbooks and retention guides are issued to Centres and that newly recruited volunteers are encouraged to access them.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Key objectives</td>
<td>Department/Officers</td>
<td>Action</td>
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<td>Key objectives</td>
<td>Lead Officer</td>
<td>volunteers and we will continue to action DBS checks accordingly for this group of volunteers.</td>
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<td></td>
<td></td>
<td>b. Implement and monitor accordingly.</td>
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<td></td>
<td>c. To continue to update DBS checks on a three year basis and to ensure our DBS policy is appropriately reflected in the Council’s volunteering policy.</td>
</tr>
<tr>
<td>6. To action and implement a volunteer recognition/awards programme to be actioned in 2015</td>
<td>PSSM</td>
<td>a. To look to review and implement a volunteers recognition/awards programme • Look to implement a minimum of two award ceremonies during 2015.</td>
</tr>
<tr>
<td>7. Review support mechanisms for volunteers</td>
<td></td>
<td>a. Look to develop the Cobham Centre new volunteer coffee mornings as an option for other Centres across the Borough on the basis that other volunteers working in that area would also</td>
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### Key objectives

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| **Lead Officer** will appear in bold | be invited, including Specialist Assistants, assisted shopping volunteers, wheelchair loan scheme volunteers, etc.  
  
  b. To implement a **Volunteer Champion** initiative across Centres. (To consider the development of a Volunteer Champion proposal to support VC and CMs). | *Annual Activity.* |
| VC VSAA GSO | a. To continue to update Elmbridge’s website, looking at refreshed information in line with the Community Support Services review.  
  
  b. Refresh website information on Community Time Scheme. | Ongoing |
| VC PSSM | a. To achieve 100 new volunteers annually.  
  
  b. To monitor volunteers identified by VAE to reach their target of 15 volunteers a year being introduced to Community Support Services from VAE. | Ongoing |
Abbreviations
H of CSS = Head of Community Support Services
CSM = Centre Services Manager
VC = Volunteer Coordinator
GSO = Graduate Support Officer
PM = Project Manager
PSSM = Preventative and Support Services Manager
VSAA = Voluntary Sector Admin Assistant
TC = Transport Coordinator
DSM = Dementia Services Manager
CLC = Cobham Link Coordinator
MCM = Molesey Centre Manager
WCM = Weybridge Centre Manager
TDCM = Thames Ditton Centre Manager
Appendix C: Questionnaire to Core Funded Voluntary Organisations

Key challenges and concerns from the eight revenue funded organisations

1. Generally, in the last financial year, what % increase have you seen in demand for your service?

- An increase in demand of between 8% and 40% had been experienced by three organisations.
- One organisation has seen no increase in demand.
- One organisation could not quantify the % increase in demand but knew there was extra demand on it’s services.
- One organisation’s normal service had remained the same but a certain service, DBS checking, had increased by 15%.
- Two organisations had seen a drop in demand ranging from 10% to 18.5%.

2. If your organisation received funding from sources other than the Council e.g. trusts/organisations/companies etc. in the last 12 months could you please list them. Could you also indicate if you have seen a reduction in funding in the last 12 months?

- One organisation received funding through eighteen different funding streams.
- Six out of the seven organisations had more than one funder.
- Funding streams varied from other borough council's, the Police, national funding streams and local funding streams.
- Four organisations received funding through the Community Foundation Surrey.
- Two organisations received funding through GlaxoSmithKline.
- One organisation had an additional funder but this was for a specific project.
- One organisation had seen a 26% increase in their funding income.

3. If you use volunteers, how have you recruited them?

- Two organisation had not recruited volunteers recently.
- Five organisations had used the Voluntary Action Elmbridge volunteer bureau to recruit volunteers.
- Word of mouth and through the organisation’s own web site was also a successful way of recruiting volunteers.

4. If you use volunteers, have there been any changes in the type of volunteers recruited in the last 12 months?

- Of those organisations who recruit volunteers, two organisation had seen no change the type of volunteers recruited.
• One organisation had recruited more admin and reception volunteers
• One organisation had seen an increase in people wanting to volunteer as a step up to work
• One organisation had seen an increase in sixth formers coming forward to volunteer
• One organisation has recruited volunteers for a more specific role i.e. using social media

5. Is your current accommodation adequate? If ‘no’, please outline your additional requirements.

• Three organisations answered their accommodation was fine/adequate
• One organisation felt a location in Walton on Thames may help it reach more clients
• One organisation was looking for accommodation specifically to run out of hours sessions
• One organisation has difficulties with confidentiality and this is well known to the Asset Management and Property Service and the Chief Executive
• One organisation’s accommodation was fine (leased from the Council) but the running costs were high
• One organisation was concerned about the security of the lease on their office but has not received any notification in writing to back this up
• Only one organisation felt their accommodation was adequate
• One organisation will need to leave its current location by the end of March 2015

6. Are there any other non-financial areas of support you would like the Council to help/support your organisation with?

• One organisation it would like help with sign posting new clients and referee for funding applications
• Two organisations said no
• One organisation said not at the moment
• One organisation did not answer this question
• One organisation would like support with IT training

7. Have you received support from Voluntary Action Elmbridge in the last 12 months? If the answer is yes can you outline the type of support that was provided?

• Support with Valuing People
• Four organisations had received support to recruiting volunteers
• Two organisations had received support with carrying out DBS checks
• Three organisations have rented a room and equipment for meetings from VAE
• One organisation commented that it has on-going dialogue with VAE
Strategy for Voluntary and Community Sector Support and Volunteering

- One organisation commented that they found the weekly email alerts from VAE “useful information”
- One organisation said they did not use the support/facilities offered by VAE

8. Looking at the next 1 – 2 years, could you please outline the three key challenges for your organisation?

Elmbridge Community Link
- Reaching younger people with a learning disability not currently accessing support
- Raising adequate funding to sustain and build on current level of activity
- Finding suitable larger venues for out of hours activities

Esher and District CAB
- Finance
- Finance
- Finance

Homesupport Elmbridge
- To increase the number of registered clients and helpers
- To recruit volunteers to assist our Co-ordinators and to become Trustees
- To apply for further grant funding, especially for core funding.

Mediation North Surrey
- A need to ensure that our Core Funding does not decrease which could lead to a draw on reserves which, depending on severity and timescale, could result in the service closure in the longer term. Ideally we need to secure long term funding (such as we have with Elmbridge Borough Council) with our other core funders so we can plan ahead.
- A need to ensure we have sufficient well trained Mediators given our case levels have this year increased, a trend we expect to continue. This has to be combined with the fact that some of our Case Referrers are looking to us to possibly branch out into other areas such as Intergenerational Mediation and Victim – Offender Restorative Justice.
- A need to Succession plan as the service is potentially at risk should the Coordinator decide that she wishes to leave. It is also a challenge to get sufficient people of the correct experience to run the charity as volunteers this is with particular reference to Treasurer / Secretary / Fund raiser and Vice and Chair role.
Strategy for Voluntary and Community Sector Support and Volunteering

Relate West Surrey
- Establishing our Training and Education work - which is prevention work
- Increasing our bursary arrangements to meet the needs of our clients
- Considering alternative ways of income generation – i.e. shops
- Considering our distribution of locations

Elmbridge Rentstart
- Accommodation after 31st March 2015
- Securing future funding
- Meeting the increasing demand of clients’ needs

Voluntary Action Elmbridge
- Being able to place the types of volunteers coming forward
- Being able to find funding streams for the area
- Working with the corporate sector to support the VCFS

Walton, Weybridge and Hersham CAB
- Sustainability of our service with regard to levels of funding
- Adapting to change in the way that our service is delivered, particularly for younger people and the use of digital platforms and recruiting volunteers who are competent with modern digital functions
- Resolving our premises issues regarding confidentiality

Common challenges
The most common challenge shared is the need to secure/maintain funding. This was the same key challenge for the previous Strategy when this exercise was carried out.

The second most challenging area is accommodation, whether it is securing new accommodation, issues with the current accommodation being used or finding accommodation to expand a service with out of hour sessions.
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EXECUTIVE SUMMARY:

- The Overview and Scrutiny Committee had in their forward programme for a review to be brought on the Children’s Centres run by the Council to give Members an update on their developments and our current position and activities.
- This was to be mindful of the Ofsted inspection which took place in July 2014. We received an “inadequate” rating but had been working extremely hard on a development plan, working towards a new inspection date of July 2015. However, based on us operating part time Children’s Centres we recognised that we cannot and do not fit the Ofsted criteria and were left with no option but to give notice to Surrey County Council of our wish to withdraw from being a service provider from November 2015 and to work with Surrey to support an appropriate transfer to a new provider.
- Subsequently we were very saddened to receive in writing, from SCC in January 2015, notice that they were looking to action a consultation process after May with respect to their preferred option to close a number of Children’s Centres in Surrey, which included the Claygate and Oxshott and Dittons Children’s Centres.
- We immediately called a meeting on 2nd February 2015 for all Members within the Children’s Centre areas as well as the Leader, Social Affairs Portfolio Holder, the Chair and Vice Chair of the Overview and Scrutiny Committee in advance of the Overview and Scrutiny Committee which was taking place on 19th February 2015. This gave Members the opportunity to ask further questions and to seek further clarification with respect to Children’s Centre activity.

RECOMMENDATION:

1. TO NOTE SURREY COUNTY COUNCIL’S INTENTION, FOLLOWING A CONSULTATION, TO CLOSE EBC RUN CHILDREN’S CENTRES;

2. ON THE BASIS THAT THESE CHILDREN’S CENTRES CLOSE, THAT OFFICERS WORK WITH SURREY COUNTY COUNCIL TO REDIRECT CURRENT USERS TO ALTERNATIVE CHILDREN’S CENTRE PROVISION;

3. FOR OFFICERS TO WORK WITH SURREY COUNTY COUNCIL POSITIVELY TO MANAGE CURRENT SERVICES TO CLOSURE; AND

4. FOR OFFICERS WOULD WHERE POSSIBLE ASSIST STAFF IN THE OUT-PLACEMENT TO ALTERNATIVE EMPLOYMENT.
REPORT:
1. Background and context

1.1 A full review report went to Overview and Scrutiny Committee on 19th February 2015. It is requested that Members bring copies of the Overview and Scrutiny agenda to Cabinet or view the report on their I-Pads. The report reviews:

- The background and context
- Current Children’s Centres services / developments
- The Ofsted inspection
- The core purpose of Children’s Centres
- Three key components to support Ofsted requirements
- Ofsted inspection
- Surrey County Council’s proposed consultation on the preferred option of Children’s Centre closure
- The proposed consultation concerning closure and resulting implications for the follow up Ofsted inspection
- Current Children’s Centre landscape
- Children’s Centre funding

Officers would look to progress as detailed in the report and if this results in any decisions to be made a further report will come back to Cabinet. However officers will continue to directly work with Surrey County Council to implement closure in the most appropriate way, seeking to ensure where at all possible that services might continue to be developed by others or where there might be appropriate use of existing buildings by other Children’s Centres or other health partners.

Financial implications:
Elmbridge Borough Council have received £213,000 in grant funding from Surrey County Council for the running of the Children’s Centres in 2014/15. If the expenditure is less than the grant in the year the underspend will be returned to SCC. The grant funding includes £20,000 for the rental of the Community Centres by the Children’s Centres and this rental stream will be a potential loss to Elmbridge Borough Council if replacement hirers cannot be found.

Environmental/Sustainability Implications:
We obviously need to look at the implications in terms of our building utilisation once we are clear around future providers.

Legal implications:
None for the purpose of this report.
We have been working within our contract to give one years notice to Surrey County Council.

Equality Implications:
Considered during the development of Children’s Centres and in relation to us giving notice to Surrey County Council.
**Risk Implications:**
We have developed a risk audit throughout our delivery of Children’s Centres and have updated this accordingly to reflect our notice period.

**Community Safety Implications:**
None for the purpose of this report.

**Principal Consultees:**
Management Board, Leader of the Council, Social Portfolio Holder, Council staff, Finance Officer.

**Background papers:**
None for the purpose of this report.

**Enclosures/Appendices:**
Members are asked to refer to the Overview and Scrutiny report on Children’s Centres that went to Overview and Scrutiny on 19th February 2015.

**Contact details:**
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Kim Chadwick, Centre Services Manager
kchadwick@elmbridge.gov.uk
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