To: All Members and Substitute Members of the Corporate Overview and Scrutiny Committee (Other Members for Information)

When calling please ask for:
Fiona Cameron, Democratic Services Officer
Policy and Governance – Member Services
Direct line: 01483 523226
Calls may be recorded for training or monitoring
E-mail: fiona.cameron@waverley.gov.uk
Date: 7 March 2014

Membership of the Corporate Overview and Scrutiny Committee

Cllr Paddy Blagden  Cllr Peter Martin
Cllr Maurice Byham  Cllr David Munro
Cllr Brian Ellis  Cllr Elliot Nichols
Cllr Pat Frost  Cllr Stephen O’Grady
Cllr Richard Gates  Cllr Chris Storey
Cllr Michael Goodridge (Chairman)  Cllr Simon Thornton
Cllr Tony Gordon-Smith  Cllr Ross Welland
Cllr Peter Isherwood

Co-opted Members from the Tenants’ Panel

Brenda Greenslade  Adrian Waller

Substitutes

Cllr Wyatt Ramsdale  Cllr Jim Edwards
Cllr Christiaan Hesse  Cllr Ian Sampson
Cllr Nick Williams  Cllr Brett Vorley
Cllr Jane Thomson

Dear Councillor

A meeting of the CORPORATE OVERVIEW AND SCRUTINITY COMMITTEE will be held as follows:-

DATE: MONDAY 17 MARCH 2014
TIME: 7.00 PM
PLACE: COUNCIL CHAMBER, COUNCIL OFFICES, THE BURYS, GODALMING

Yours Sincerely

ROBIN TAYLOR
Head of Policy and Governance

This meeting will be webcast from the conclusion of Informal Question Time and can be viewed by visiting http://www.waverley.gov.uk
NOTES FOR MEMBERS

Members are reminded that contact officers are shown at the end of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

The meeting will be preceded by informal public questions from 7.00 pm (for a maximum of 15 minutes). If no members of the public are present to ask questions at 7.00 pm then the Committee meeting will start immediately.

AGENDA

1. APPOINTMENT OF VICE-CHAIRMAN

   To appoint a Vice-Chairman of the Committee for the remainder of 2013/14.

2. MINUTES

   To confirm the Minutes of the Meeting held on 28 January 2014 (to be laid on the table half an hour before the meeting).

3. APOLOLOGIES FOR ABSENCE AND SUBSTITUTES

   To receive apologies for absence and note any substitutions.

4. DECLARATIONS OF INTERESTS

   To receive from Members declarations of interests in relation to any items included on the agenda for this meeting, in accordance with Waverley’s Code of Local Government Conduct.

5. QUESTIONS BY MEMBERS OF THE PUBLIC

   The Chairman to respond to any questions received from members of the public of which notice has been duly given in accordance with Procedure Rule 10.

COMMITTEE WORK PROGRAMME

6. FORWARD PROGRAMME [Page 7]

   To receive, for information, the forward programme of key decisions, attached as APPENDIX A and to identify any items which the Committee would wish to have sight of before they are considered by the Executive.
Recommendation

The Corporate Overview & Scrutiny Committee is asked to consider whether it wishes any items currently on the Executive Forward Programme of key decisions to be brought before it at a future meeting.

HOUSING

7. MINUTES OF THE CORPORATE OVERVIEW & SCRUTINY HOUSING IMPROVEMENT SUB-COMMITTEE [Page 23]

The Housing Improvement Sub-Committee met on Monday 3 March 2014. The minutes of the meeting are attached as APPENDIX B, for consideration by the Committee.

The Sub-Committee considered a number of items, including new Design Standards and Specifications for new Council Homes (attached at Annexe 1), and a new integrated Aids & Adaptations Policy (attached at Annexe 2), and recommends to the Corporate Overview & Scrutiny Committee and the Executive that these be adopted.

Recommendation

That the Corporate Overview & Scrutiny Committee:
1. endorses the guidance on Design Standards and Specifications for new Council Homes, and recommends it to the Executive for adoption;
2. endorses the Aids & Adaptations Policy, and recommends it to the Executive for adoption; and,
3. notes the remainder of the minutes and provides feedback to the Sub-Committee and/or passes observations to the Executive on any other items considered by the Sub-Committee.

8. REVIEW OF HOUSING SERVICES – EMBEDDING A STRUCTURE THAT DELIVERS A HIGH QUALITY, CUSTOMER-FOCUSED HOUSING SERVICE [Page 61]

[Portfolio Holders: Cllr Carole King & Cllr Keith Webster]
[Wards Affected: All]

The report at APPENDIX C details the proposed arrangements for the Housing Service, which have been developed as a result of reviewing the Housing service structure agreed in July 2012 in the light of experience. The report includes the process for formally consulting with staff about changes in the structure.

Recommendation

The Corporate Overview & Scrutiny Committee is invited to comment on the proposed arrangements, and to endorse the recommendations to the Executive, that:

1. The proposals set out in the table at paragraph 7 of the report are agreed.
2. The establishment be changed to reflect the above proposals.

3. The new structure takes effect from 1 May 2014.

4. The redundancy of postholder HA04 or HA11 be agreed at a cost shown in the Exempt Annexes 4 and 5. However, redeployment will be the Council’s preferred option if at all possible.

9. **OCKFORD RIDGE: LOCAL LETTINGS PLAN** [Page 81]
   [Portfolio Holder for Housing Operations: Cllr Carole King]
   [Wards Affected: Godalming Ockford & Central]

The report at APPENDIX D presents the draft local lettings plan for Ockford Ridge. Establishing a local lettings plan will help to ensure that a balanced and sustainable community is maintained and that tenants affected by the redevelopment and refurbishment plans know how the new homes will be allocated.

**Recommendation**

The Corporate Overview & Scrutiny Committee is invited to comment on the Local Local Lettings Plan for Ockford Ridge, and endorse its adoption by the Executive.

10. **HOUSING MANAGEMENT AND MAINTENANCE PROCESS IMPROVEMENT PROJECT** [Page 87]
    [Portfolio Holder for Housing Operations: Cllr Carole King]
    [Wards Affected: All ]

The report at APPENDIX E informs the Committee of the proposal to undertake a comprehensive review of the Housing Management and Maintenance processes. The review will result in more efficient processes, improved customer service and increased satisfaction with the services provided.

**Recommendation**

The Corporate Overview & Scrutiny Committee is invited to consider the proposed approach to undertaking a Housing management and maintenance process review, and pass comments to the Executive if appropriate.

11. **INTRODUCTION OF THE MOBILE HOMES ACT 2013** [Page 93]

The report at APPENDIX F outlines the changes to licensing of caravan sites due to the introduction of the Mobile Homes Act 2013, and proposes a licensing policy to include the new enforcement provisions and the introduction of a charge for issuing licenses.

**Recommendation**

The Corporate Overview & Scrutiny Committee is invited to note that a fee structure is being introduced under the Mobile Homes Act 2013 for licensing of caravan sites.
POLICY REVIEW

12. CORPORATE COMMUNICATIONS STRATEGY [Page 99]
   [Portfolio Holder for Member Support & Communications: Cllr Stefan Reynolds]
   [Wards Affected: All]

   The report at APPENDIX G invites the Corporate Overview & Scrutiny Committee to consider and comment on a new Corporate Communications Strategy for Waverley Borough Council.

   The proposed strategy seeks to set out a clear framework for council communications and give direction to publications, digital, press, emergency and internal communications. It has been shaped and influenced by public feedback and the views of elected members and officers. All elected members were invited to attend workshops and give their views on the strategy, which is attached at Annex 1.

   Recommendation

   The Corporate Overview & Scrutiny Committee is invited to comment on the new Corporate Communications Strategy, and endorse its adoption by the Council.

PERFORMANCE MANAGEMENT

13. TREASURY MANAGEMENT ACTIVITY - YEAR-TO-DATE 2013/2014 [Page 117]
   [Portfolio Holder for Finance: Councillor Mike Band]
   [Wards Affected: N/A]

   The purpose of the report at APPENDIX H is to advise the Committee of Waverley’s Treasury Management activities to date in 2013/2014.

   Recommendation

   That Corporate Overview & Scrutiny Committee notes the investment activity and performance in 2013/14, and passes any observations it may wish to make to the Executive.


   Waverley’s Performance Management Framework (PMF) contains a number of indicators that assist Members and officers in identifying current improvement priorities and progress against targets. The indicators in Waverley’s PMF are reviewed quarterly by the Executive on an exceptions basis (only significant under or over performance is reported).

   Annex 1 of the report at APPENDIX I details performance against targets for the indicators that fall within the remit of the Corporate Overview & Scrutiny Committee. The figures in the report relate to the third quarter of the 2013/14 financial year. The
Housing performance indicators have been considered by the Housing Improvement Sub-Committee, and their observations are included in Annexe 1.

**Recommendation**

The Corporate Overview & Scrutiny Committee is invited to consider performance against targets for the indicators that fall within its remit, and pass comments or recommendations to the Executive.

**15. EXCLUSION OF PRESS AND PUBLIC**

To consider the following recommendation on the motion of the Chairman:

**Recommendation**

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following item(s) on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item(s), there would be disclosure to them of exempt information (as defined by Section 1001 of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Local Government Act 1972 (to be identified at the meeting).

**16. ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION**

To consider any matters relating to aspects of any reports on this agenda which it is felt many need to be considered in Exempt session.

For further information or assistance, please telephone Fiona Cameron, Democratic Services Officer, on extension 3226 or 01483 523226.
Waverley Borough Council
Key Decisions and Forward Programme

This Forward Programme sets out the decisions which the Executive expects to take during the next four month period and identifies those which are key decisions.

A key decision is a decision to be taken by the Executive which (1) is likely to result in the local authority incurring expenditure or making savings of above £20,000 and/or (2) is significant in terms of its effects on communities living or working in an area comprising two or more wards.

The Members of the Executive are:

<table>
<thead>
<tr>
<th>Executive Portfolio Holder</th>
<th>Areas of Responsibility</th>
<th>Most Likely O and S Committee</th>
</tr>
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<tbody>
<tr>
<td>Cllr Robert Knowles (Leader of the Council)</td>
<td>Policy and Governance, Strategic HR</td>
<td>Corporate/Community</td>
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<tr>
<td>Cllr Mike Band (Deputy Leader)</td>
<td>Finance and Property</td>
<td>Corporate</td>
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<td>Cllr Brian Adams</td>
<td>Planning</td>
<td>Community</td>
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<tr>
<td>Cllr Carole King</td>
<td>Housing Operations, Community Safety, Grants, Older People, Health and Wellbeing</td>
<td>Corporate/Community</td>
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<tr>
<td>Cllr Tom Martin</td>
<td>IT and Customer Services</td>
<td>Corporate</td>
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<tr>
<td>Cllr Donal O’Neill</td>
<td>Environment</td>
<td>Community</td>
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<td>Cllr Julia Potts</td>
<td>Community</td>
<td>Community</td>
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<tr>
<td>Cllr Stefan Reynolds</td>
<td>Member Support and Communications</td>
<td>Corporate/Community</td>
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<tr>
<td>Cllr Adam Taylor-Smith</td>
<td>Major Projects and East Street</td>
<td>Corporate</td>
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<tr>
<td>Cllr Keith Webster</td>
<td>Housing Strategy</td>
<td>Corporate</td>
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The agenda for each Executive meeting will be published at least 5 working days before the meeting and will be available for inspection at the Council Offices and on the Council’s Website (www.waverley.gov.uk).

Whilst the majority of the Executive’s business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some business to be considered which contains confidential, commercially sensitive or personal information which will be discussed in exempt session, i.e. with the press and public excluded. These matters are most commonly human resource decisions relating to individuals such as requests for early or flexible retirements and property matters relating to individual transactions. These may relate to key and non-key decisions. If they are not key decisions, 28 days notice of the likely intention to consider the item in exempt needs to be given.
This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Executive meetings listed below may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. Where this applies, the letter [E] will appear after the name of the topic, along with an indication of which exempt paragraph(s) applies, most commonly:

[E1 – Information relating to any individual; E2 – Information which is likely to reveal the identity of an individual; E3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information); E5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings; E7 – Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime].

Please direct any enquiries about the Forward Programme to the Democratic Services Manager, Emma McQuillan, at the Council Offices on 01483 523351 or email committees@waverley.gov.uk.

### Executive Forward Programme for the period March 2014 onwards

<table>
<thead>
<tr>
<th>EXECUTIVE MEETING</th>
<th>TOPIC</th>
<th>DECISION</th>
<th>DECISION TAKER</th>
<th>KEY</th>
<th>CONSULTATION</th>
<th>(1) CONTACT OFFICER</th>
<th>(2) EXECUTIVE PORTFOLIO HOLDER</th>
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<tr>
<td>1 April 2014</td>
<td>Budget Management</td>
<td>Potential for seeking approval for budget variations</td>
<td>Executive (and possibly Council)</td>
<td>√</td>
<td>N/A</td>
<td>(1) Graeme Clark 01483 523099</td>
<td>(2) Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<tr>
<td>1 April 2014</td>
<td>Haslemere Conservation Area Appraisal (CAA)</td>
<td>To seek approval to undertake public consultation</td>
<td>Executive</td>
<td></td>
<td>Consultation with key stakeholders</td>
<td>(1) Colin Bannon 01483 523525</td>
<td>(2) Cllr Brian Adams <a href="mailto:brian.adams@waverley.gov.uk">brian.adams@waverley.gov.uk</a></td>
</tr>
<tr>
<td>1 April 2014</td>
<td>Low carbon options for the Herons</td>
<td>To consider sustainable energy options</td>
<td>Executive</td>
<td>√</td>
<td>Consultation with relevant partners and agencies</td>
<td>(1) Kelvin Mills/Fotini Kallipoliti 01483 523432/01483 523448</td>
<td>(2) Cllr Julia Potts <a href="mailto:julia.potts@waverley.gov.uk">julia.potts@waverley.gov.uk</a> Cllr Donal O’Neill <a href="mailto:donal.oneill@waverley.gov.uk">donal.oneill@waverley.gov.uk</a></td>
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<td>1 April 2014</td>
<td>Review of the Housing Service</td>
<td>To agree a staffing structure for the housing service moving forward</td>
<td>Executive and Council</td>
<td>✓</td>
<td>Consultation with staff and Corporate Overview and Scrutiny Committee</td>
<td>Hugh Wagstaff 01483 523363</td>
<td>Cllr Carole King <a href="mailto:carole.king@waverley.gov.uk">carole.king@waverley.gov.uk</a></td>
</tr>
<tr>
<td>1 April 2014</td>
<td>PR and Communications Strategy</td>
<td>To adopt a communications and PR strategy to take Waverley forward</td>
<td>Executive and Council</td>
<td>✓</td>
<td>Consultation with staff, key stakeholders and Corporate Overview and Scrutiny Committee</td>
<td>Melinda Brown 01483 523204</td>
<td>Cllr Stefan Reynolds <a href="mailto:stefan.reynolds@waverley.gov.uk">stefan.reynolds@waverley.gov.uk</a></td>
</tr>
<tr>
<td>1 April 2014</td>
<td>Review of Environmental Services Structure</td>
<td>To agree a revised structure</td>
<td>Executive and Council</td>
<td>✓</td>
<td>Consultation with staff and Corporate Overview and Scrutiny Committee</td>
<td>Rob Anderton 01483 523411</td>
<td>Cllr Donal O’Neill <a href="mailto:donal.oneill@waverley.gov.uk">donal.oneill@waverley.gov.uk</a></td>
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<tr>
<td>1 April 2014</td>
<td>Environmental Health Enforcement</td>
<td>To receive the findings of the in-depth review conducted by O and S</td>
<td>Executive</td>
<td></td>
<td>Consultation with Community O and S Committee</td>
<td>Rob Anderton 01483 523411</td>
<td>Cllr Donal O’Neill <a href="mailto:donal.oneill@waverley.gov.uk">donal.oneill@waverley.gov.uk</a></td>
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<tr>
<td>1 April 2014</td>
<td>Environmental Health Enforcement Policy Update</td>
<td>To agree an update to the Enforcement Policy</td>
<td>Executive and Council</td>
<td>✓</td>
<td>Consultation with relevant partners and agencies</td>
<td>Rob Anderton 01483 523411</td>
<td>Cllr Donal O’Neill <a href="mailto:donal.oneill@waverley.gov.uk">donal.oneill@waverley.gov.uk</a></td>
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<tr>
<td>1 April 2014</td>
<td>Performance Management Q3</td>
<td>To receive an exception report for over and under performance</td>
<td>Executive</td>
<td></td>
<td>Overview and Scrutiny Committees and Sub-Committees</td>
<td>Steve McCloskey 01483 523514</td>
<td>Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<td>1 April 2014</td>
<td>Design Standards and Specification for new Council Homes</td>
<td>To endorse the guidance</td>
<td>Executive</td>
<td>✓</td>
<td>Consultation with tenants, relevant partners and Overview and Scrutiny Committee</td>
<td>(1) Louisa Blundell 01483 523205</td>
<td>(2) Cllr Keith Webster <a href="mailto:keith.webster@waverley.gov.uk">keith.webster@waverley.gov.uk</a> Cllr Carole King <a href="mailto:carole.king@waverley.gov.uk">carole.king@waverley.gov.uk</a></td>
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<tr>
<td>1 April 2014</td>
<td>Aids and Adaptations Policy</td>
<td>To agree and adopt the policy</td>
<td>Executive</td>
<td></td>
<td>Consultation with tenants, relevant partners and Overview and Scrutiny Committee</td>
<td>(1) Annalisa Howson 01483 523453</td>
<td>(2) Cllr Keith Webster <a href="mailto:keith.webster@waverley.gov.uk">keith.webster@waverley.gov.uk</a> Cllr Carole King <a href="mailto:carole.king@waverley.gov.uk">carole.king@waverley.gov.uk</a></td>
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<tr>
<td>1 April 2014</td>
<td>Impact of Mobile Homes Act</td>
<td>To agree any actions necessary in response to the legislation</td>
<td>Executive</td>
<td></td>
<td>Consultation with key stakeholders and agencies</td>
<td>(1) Jane Abraham 01483 523096</td>
<td>(2) Cllr Keith Webster <a href="mailto:keith.webster@waverley.gov.uk">keith.webster@waverley.gov.uk</a></td>
</tr>
<tr>
<td>1 April 2014</td>
<td>Ockford Ridge: Local Letting Plan</td>
<td>To agree a plan</td>
<td>Executive</td>
<td></td>
<td>Consultation with key stakeholders</td>
<td>(1) Jane Abraham 01483 523096</td>
<td>(2) Cllr Keith Webster <a href="mailto:keith.webster@waverley.gov.uk">keith.webster@waverley.gov.uk</a></td>
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<tr>
<td>1 April 2014</td>
<td>Housing Management and Maintenance Improvement Project</td>
<td>To agree an improvement plan</td>
<td>Executive</td>
<td></td>
<td>Consultation with key stakeholders</td>
<td>(1) Hugh Wagstaff 01483 523363</td>
<td>(2) Cllr Carole King <a href="mailto:carole.king@waverley.gov.uk">carole.king@waverley.gov.uk</a></td>
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<td>Budget Management and Outturn Report for 2013/14</td>
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<td>√</td>
<td>N/A</td>
<td>(1) Graeme Clark 01483 523099</td>
<td>(2) Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
</tr>
<tr>
<td>3 June 2014</td>
<td>Review of Service Level Agreements and Waverley Voluntary Grants Partnership</td>
<td>To review current SLAs and consider other possibilities</td>
<td>Executive</td>
<td>√</td>
<td>Consultation with relevant partners and agencies</td>
<td>(1) Kelvin Mills 01483 523432</td>
<td>(2) Cllr Carole King <a href="mailto:carole.king@waverley.gov.uk">carole.king@waverley.gov.uk</a></td>
</tr>
<tr>
<td>3 June 2014</td>
<td>Transfer of Community Assets</td>
<td>To agree and adopt a policy for dealing with the transfer of community assets</td>
<td>Executive and Council</td>
<td>√</td>
<td>Consultation with relevant partners</td>
<td>(1) Roger Standing 01483 523221</td>
<td>(2) Cllrs Band, Potts, King and Webster</td>
</tr>
<tr>
<td>3 June 2014</td>
<td>Grounds Maintenance Contract [E3]</td>
<td>Changes to the specification, including SCC highways contract</td>
<td>Executive</td>
<td></td>
<td>Consultation with relevant partners and key stakeholders</td>
<td>(1) Matt Lank 01483 523190</td>
<td>(2) Cllr Julia Potts <a href="mailto:julia.potts@waverley.gov.uk">julia.potts@waverley.gov.uk</a></td>
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<tr>
<td>3 June 2014</td>
<td>Alfold and Chiddingfold Neighbourhood Plans</td>
<td>Designation of areas as Neighbourhood Plans</td>
<td>Executive and Council</td>
<td></td>
<td>Full public consultation including key stakeholders</td>
<td>(1) Graham Parrott 01483 523472</td>
<td>(2) Cllr Brian Adams <a href="mailto:brian.adams@waverley.gov.uk">brian.adams@waverley.gov.uk</a></td>
</tr>
<tr>
<td>3 June 2014</td>
<td>Citizens’ Panel</td>
<td>To agree the process for refreshing the Citizens Panel membership</td>
<td>Executive</td>
<td></td>
<td>Consultation with relevant partners and agencies</td>
<td>(1) Robin Taylor 01483 523108</td>
<td>(2) Cllr Stefan Reynolds <a href="mailto:stefan.reynolds@waverley.gov.uk">stefan.reynolds@waverley.gov.uk</a></td>
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<td>3 June 2014</td>
<td>Housing Delivery Board [E3]</td>
<td>Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough</td>
<td>Executive (and potentially Council)</td>
<td></td>
<td>Consultation with relevant partners and agencies</td>
<td>(1) Jane Abraham 01483 523096</td>
<td></td>
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<td></td>
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<td>Cllr Keith Webster <a href="mailto:keith.webster@waverley.gov.uk">keith.webster@waverley.gov.uk</a></td>
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<td>Cllr Brian Adams <a href="mailto:brian.adams@waverley.gov.uk">brian.adams@waverley.gov.uk</a></td>
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<tr>
<td>1 July 2014</td>
<td>Budget Management</td>
<td>Potential for seeking approval for budget variations</td>
<td>Executive (and possibly Council)</td>
<td>√</td>
<td>N/A</td>
<td>(1) Graeme Clark 01483 523099</td>
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<td>(2) Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<tr>
<td>1 July 2014</td>
<td>Air Quality Annual Progress Report</td>
<td>To receive the annual progress report</td>
<td>Executive</td>
<td></td>
<td>Community O and S Committee in June 2014</td>
<td>(1) Rob Anderton 01483 523411</td>
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<td>(2) Cllr Donal O’Neill <a href="mailto:donal.oneill@waverley.gov.uk">donal.oneill@waverley.gov.uk</a></td>
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<tr>
<td>1 July 2014</td>
<td>Recycling Improvements Action Plan</td>
<td>To receive the action plan</td>
<td>Executive</td>
<td></td>
<td>Community O and S Committee in June 2014</td>
<td>(1) Rob Anderton 01483 523411</td>
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<tr>
<td>1 July 2014</td>
<td>Public Sector Network Compliance</td>
<td>To agree action plan to ensure PSN compliance as part of submission</td>
<td>Executive</td>
<td></td>
<td>N/A</td>
<td>(1) Roger Standing 01483 523221</td>
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<td>(2) Cllr Tom Martin <a href="mailto:tom.martin@waverley.gov.uk">tom.martin@waverley.gov.uk</a></td>
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<td>EXECUTIVE MEETING</td>
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<td>DECISION</td>
<td>DECISION TAKER</td>
<td>KEY</td>
<td>CONSULTATION</td>
<td>(1) CONTACT OFFICER</td>
<td>(2) EXECUTIVE PORTFOLIO HOLDER</td>
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<tr>
<td>1 July 2014</td>
<td>Age Concern Farncombe</td>
<td>To agree new lease arrangements</td>
<td>Executive</td>
<td>Full public consultation including key stakeholders</td>
<td>(1) Kelvin Mills 01483 523432</td>
<td>(2) Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<tr>
<td>1 July 2014</td>
<td>Health and Wellbeing Plan</td>
<td>To develop and implement a plan for Waverley</td>
<td>Executive and Council</td>
<td>Full public consultation including key stakeholders and Community Overview and Scrutiny Committee</td>
<td>(1) Kelvin Mills 01483 523432</td>
<td>(2) Cllr Carole King <a href="mailto:carole.king@waverley.gov.uk">carole.king@waverley.gov.uk</a></td>
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<tr>
<td>1 July 2014</td>
<td>Farnham Locality Office [E1]</td>
<td>Review of provision of services</td>
<td>Executive</td>
<td>Consultation with Corporate Overview and Scrutiny Committee</td>
<td>(1) Roger Standing 01483 523221</td>
<td>(2) Cllr Tom Martin <a href="mailto:tom.martin@waverley.gov.uk">tom.martin@waverley.gov.uk</a></td>
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<tr>
<td>1 July 2014</td>
<td>Haslemere Conservation Area Appraisal</td>
<td>To adopt the CAA as a material planning consideration</td>
<td>Executive and Council</td>
<td>Full public consultation including key stakeholders</td>
<td>(1) Colin Bannon 01483 523525</td>
<td>(2) Cllr Brian Adams <a href="mailto:brian.adams@waverley.gov.uk">brian.adams@waverley.gov.uk</a></td>
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<tr>
<td>1 July 2014</td>
<td>Procurement of asbestos Management Services [E3]</td>
<td>Appointment of a contractor to undertake asbestos surveys in our homes and other council owned homes</td>
<td>Executive (and possibly Council)</td>
<td>Tenants’ Panel</td>
<td>(1) Hugh Wagstaff 01483 523363</td>
<td>(2) Cllr Carole King <a href="mailto:carole.king@waverley.gov.uk">carole.king@waverley.gov.uk</a></td>
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<tr>
<td>1 July 2014</td>
<td>Brightwells Gostrey Centre</td>
<td>Feasibility study findings and way forward</td>
<td>Executive and Council</td>
<td>Consultation with relevant partners and agencies</td>
<td>(1) Kelvin Mills 01483 523432</td>
<td>(2) Cllr Carole King <a href="mailto:carole.king@waverley.gov.uk">carole.king@waverley.gov.uk</a></td>
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<td>1 July 2014</td>
<td>WBC Local Plan Options consultation</td>
<td>To seek authority to consult on local plan options</td>
<td>Executive and Council</td>
<td>√</td>
<td>Consultation with key stakeholders, partners and Community Overview and Scrutiny Committee</td>
<td>(1) Graham Parrott 01483 523472</td>
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<tr>
<td>1 July 2014</td>
<td>Housing Delivery Board [E3]</td>
<td>Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough</td>
<td>Executive (and potentially Council)</td>
<td></td>
<td>Consultation with relevant partners and agencies</td>
<td>(1) Jane Abraham 01483 523096</td>
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<tr>
<td>1 July 2014</td>
<td>Housing Compensation Policy</td>
<td>To review and agree the policy</td>
<td>Executive</td>
<td></td>
<td>Consultation with key stakeholders and Corporate Overview and Scrutiny Committee</td>
<td>(1) Jane Abraham 01483 52396</td>
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<tr>
<td>1 July 2014</td>
<td>Homelessness Strategy Update</td>
<td>To receive an update and review the strategy</td>
<td>Executive</td>
<td></td>
<td>Consultation with key stakeholders and Corporate Overview and Scrutiny Committee</td>
<td>(1) Jane Abraham 01483 52396</td>
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<tr>
<td>1 July 2014</td>
<td>Performance Management Q4</td>
<td>To receive an exception report for over and under performance</td>
<td>Executive</td>
<td></td>
<td>Overview and Scrutiny Committees and Sub-Committees</td>
<td>(1) Steve McCloskey 01483 523514</td>
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<td>EXECUTIVE MEETING</td>
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<td>DECISION</td>
<td>DECISION TAKER</td>
<td>KEY</td>
<td>CONSULTATION</td>
<td>(1) CONTACT OFFICER</td>
<td>(2) EXECUTIVE PORTFOLIO HOLDER</td>
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<td>3 September 2014</td>
<td>Budget Management</td>
<td>Potential for seeking approval for budget variations</td>
<td>Executive (and possibly Council)</td>
<td>√</td>
<td>N/A</td>
<td>(1) Graeme Clark 01483 523099</td>
<td>(2) Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<tr>
<td>3 September 2014</td>
<td>Treasury Management Performance</td>
<td>To monitor and review performance</td>
<td>Executive</td>
<td></td>
<td>Consultation with Corporate O and S Committee</td>
<td>(1) Graeme Clark 01483 523099</td>
<td>(2) Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
</tr>
<tr>
<td>3 September 2014</td>
<td>Housing Delivery Board [E3]</td>
<td>Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough</td>
<td>Executive (and potentially Council)</td>
<td></td>
<td>Consultation with relevant partners and agencies</td>
<td>(1) Jane Abraham 01483 523096</td>
<td>(2) Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<tr>
<td>30 September 2014</td>
<td>Budget Management</td>
<td>Potential for seeking approval for budget variations</td>
<td>Executive (and possibly Council)</td>
<td>√</td>
<td>N/A</td>
<td>(1) Graeme Clark 01483 523099</td>
<td>(2) Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
</tr>
<tr>
<td>30 September 2014</td>
<td>Mid Year Budget Review and Update on HRA Business Plan</td>
<td>To monitor and review, and make adjustments if necessary</td>
<td>Executive</td>
<td></td>
<td>N/A</td>
<td>(1) Graeme Clark 01483 523099</td>
<td>(2) Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<tr>
<td>30 September 2014</td>
<td>Review of Sheltered Housing</td>
<td>Agree the recommendations coming out of the Review which may include to changes to service delivery and budgets</td>
<td>Executive (and possibly Council)</td>
<td>√</td>
<td>All residents in sheltered housing, tenants panels, members with sheltered housing in their wards, external agencies.</td>
<td>Hugh Wagstaff 01483 523363</td>
<td>Cllr Carole King <a href="mailto:carole.king@waverley.gov.uk">carole.king@waverley.gov.uk</a></td>
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<tr>
<td>30 September 2014</td>
<td>Housing Delivery Board [E3]</td>
<td>Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough</td>
<td>Executive (and potentially Council)</td>
<td></td>
<td>Consultation with relevant partners and agencies</td>
<td>Jane Abraham 01483 523096</td>
<td>Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<td>Cllr Brian Adams <a href="mailto:brian.adams@waverley.gov.uk">brian.adams@waverley.gov.uk</a></td>
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<tr>
<td>30 September 2014</td>
<td>Review of Council Tax Support Scheme</td>
<td>To agree any changes necessary to the scheme</td>
<td>Executive</td>
<td></td>
<td>Consultation with relevant parties and Corporate Overview and Scrutiny Committee</td>
<td>Graeme Clark 01483 523099</td>
<td>Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<tr>
<td>30 September 2014</td>
<td>Carbon Management Plan</td>
<td>To adopt a new plan.</td>
<td>Executive (and possibly Council)</td>
<td></td>
<td>Consultation with relevant partners and agencies</td>
<td>Roger Standing 01483 523221</td>
<td>Cllr Donal O'Neill <a href="mailto:donal.oneill@waverley.gov.uk">donal.oneill@waverley.gov.uk</a></td>
</tr>
<tr>
<td>30 September 2014</td>
<td>Review of age-restricted properties</td>
<td>To review the policy</td>
<td>Executive</td>
<td></td>
<td>Consultation with key stakeholders and Corporate Overview and Scrutiny Committee</td>
<td>Jane Abraham 01483 523096</td>
<td>Cllr Keith Webster <a href="mailto:keith.webster@waverley.gov.uk">keith.webster@waverley.gov.uk</a></td>
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<td>30 September 2014</td>
<td>Performance Management Q1</td>
<td>To receive an exception report for over and under performance</td>
<td>Executive</td>
<td>Overview and Scrutiny Committees and Sub-Committees</td>
<td>(1) Steve McCloskey</td>
<td>01483 523514</td>
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<tr>
<td>4 November 2014</td>
<td>Budget Management</td>
<td>Potential for seeking approval for budget variations</td>
<td>Executive (and possibly Council)</td>
<td>√</td>
<td>N/A</td>
<td>(1) Graeme Clark</td>
<td>01483 523099</td>
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<td>4 November 2014</td>
<td>Community Infrastructure Levy (CIL)</td>
<td>To seek authority to consult</td>
<td>Executive and Council</td>
<td>√</td>
<td>Consultation with relevant partners and agencies</td>
<td>(1) Matthew Evans</td>
<td>01483 523298</td>
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<td>(2) Cllr Brian Adams</td>
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<tr>
<td>4 November 2014</td>
<td>Review of Funding Arrangements for Disabled Facilities Grants</td>
<td>To identify any actions necessary in response to changes</td>
<td>Executive (and possibly Council)</td>
<td>√</td>
<td>Consultation with key stakeholders and relevant partners</td>
<td>(1) Jane Abraham</td>
<td>01483 523096</td>
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<td>4 November 2014</td>
<td>Housing Delivery Board [E3]</td>
<td>Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough</td>
<td>Executive (and potentially Council)</td>
<td></td>
<td>Consultation with relevant partners and agencies</td>
<td>(1) Jane Abraham</td>
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<td>(2) EXECUTIVE PORTFOLIO HOLDER</td>
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<td>4 November 2014</td>
<td>Development of Older Persons Strategy for Waverley</td>
<td>To develop and agree a Strategy</td>
<td>Executive and Council</td>
<td>✓</td>
<td>Consultation with key stakeholders and relevant partners</td>
<td>Kelvin Mills 01483 523432</td>
<td>Cllr Carole King <a href="mailto:carole.king@waverley.gov.uk">carole.king@waverley.gov.uk</a></td>
</tr>
<tr>
<td>4 November 2014</td>
<td>WBC Local Plan</td>
<td>Publish draft plan for formal regulation 19 consultation on ‘soundness’</td>
<td>Executive</td>
<td>✓</td>
<td>Consultation with relevant partners and agencies</td>
<td>Matthew Evans 01483 523298</td>
<td>Cllr Brian Adams <a href="mailto:brian.adams@waverley.gov.uk">brian.adams@waverley.gov.uk</a></td>
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<td>4 November 2014</td>
<td>Treasury Management Performance</td>
<td>To monitor and review performance</td>
<td>Executive</td>
<td></td>
<td>Consultation with Corporate O and S Committee</td>
<td>Graeme Clark 01483 523099</td>
<td>Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<tr>
<td>2 December 2014</td>
<td>Farnham Car Parking Strategy</td>
<td>To adopt the strategy</td>
<td>Executive and Council</td>
<td>✓</td>
<td>Consultation with relevant partners and agencies, and Overview and Scrutiny Committee</td>
<td>Rob Anderton 01483 523411</td>
<td>Cllr Donal O’Neill <a href="mailto:donal.oneill@waverley.gov.uk">donal.oneill@waverley.gov.uk</a></td>
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<tr>
<td>2 December 2014</td>
<td>Council Tax and Business Rate Base</td>
<td>To seek approval of the council tax base and business rate forecast</td>
<td>Executive</td>
<td></td>
<td>N/A</td>
<td>Graeme Clark 01483 523099</td>
<td>Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<td>2 December 2014</td>
<td>Performance Management Q2</td>
<td>To receive an exception report for over and under performance</td>
<td>Executive</td>
<td></td>
<td>Overview and Scrutiny Committees and Sub-Committees</td>
<td>Steve McCloskey 01483 523514</td>
<td>Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<td>EXECUTIVE MEETING</td>
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<td>2 December 2014</td>
<td>Budget Management</td>
<td>Potential for seeking approval for budget variations</td>
<td>Executive (and possibly Council)</td>
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<td>N/A</td>
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<td>2 December 2014</td>
<td>Housing Delivery Board [E3]</td>
<td>Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough</td>
<td>Executive (and potentially Council)</td>
<td></td>
<td>Consultation with relevant partners and agencies</td>
<td>(1) Jane Abraham 01483 523096</td>
<td>Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<td>(2) Jane Abraham 01483 523096</td>
<td>Cllr Keith Webster <a href="mailto:keith.webster@waverley.gov.uk">keith.webster@waverley.gov.uk</a></td>
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<td>Cllr Brian Adams <a href="mailto:brian.adams@waverley.gov.uk">brian.adams@waverley.gov.uk</a></td>
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<tr>
<td>2 December 2014</td>
<td>Review of Support Services to Vulnerable people across the borough</td>
<td></td>
<td>Executive</td>
<td></td>
<td>Consultation with relevant partners and agencies, and Overview and Scrutiny Committee</td>
<td>(1) Jane Abraham 01483 523096</td>
<td>Cllr Carole King <a href="mailto:carole.king@waverley.gov.uk">carole.king@waverley.gov.uk</a></td>
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<td>6 January 2015</td>
<td>Budget Management</td>
<td>Potential for seeking approval for budget variations</td>
<td>Executive (and possibly Council)</td>
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<td>N/A</td>
<td>(1) Graeme Clark 01483 523099</td>
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<td>Treasury Management Performance</td>
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<tr>
<td>6 January 2015</td>
<td>Property Asset Management Strategy</td>
<td>To agree a strategy for adoption</td>
<td>Executive</td>
<td>Consultation with relevant partners and Corporate Overview and Scrutiny Committee</td>
<td>Roger Standing 01483 523221</td>
<td>Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<tr>
<td>3 February 2015 (provisional)</td>
<td>WBC Local Plan</td>
<td>Approval to resubmit plan for examination</td>
<td>Executive and Council</td>
<td>√</td>
<td>Consultation with relevant partners and agencies</td>
<td>Matthew Evans 01483 523298</td>
<td>Cllr Brian Adams <a href="mailto:brian.adams@waverley.gov.uk">brian.adams@waverley.gov.uk</a></td>
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<td>3 February 2015</td>
<td>Housing Delivery Board [E3]</td>
<td>Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough</td>
<td>Executive (and potentially Council)</td>
<td>Consultation with relevant partners and agencies</td>
<td>Jane Abraham 01483 523096</td>
<td>Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a> Cllr Keith Webster <a href="mailto:keith.webster@waverley.gov.uk">keith.webster@waverley.gov.uk</a> Cllr Brian Adams <a href="mailto:brian.adams@waverley.gov.uk">brian.adams@waverley.gov.uk</a></td>
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<td>3 February 2015</td>
<td>Corporate Plan objectives</td>
<td>To agree corporate plan objectives for 2015 onwards</td>
<td>Executive</td>
<td>✓</td>
<td>Consultation with relevant partners and agencies</td>
<td>Robin Taylor 01483 523108</td>
<td>Cllr Robert Knowles <a href="mailto:robert.knowles@waverley.gov.uk">robert.knowles@waverley.gov.uk</a></td>
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<tr>
<td>3 February 2015</td>
<td>Budget Management</td>
<td>Potential for seeking approval for budget variations</td>
<td>Executive (and possibly Council)</td>
<td>✓</td>
<td>N/A</td>
<td>Graeme Clark 01483 523099</td>
<td>Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<tr>
<td>3 February 2015</td>
<td>Treasury Management Strategy</td>
<td>To approve the policy and strategy for 2015/16</td>
<td>Executive</td>
<td>✓</td>
<td>Corporate Overview and Scrutiny Committee</td>
<td>Graeme Clark 01483 523099</td>
<td>Cllr Mike Band <a href="mailto:mike.band@waverley.gov.uk">mike.band@waverley.gov.uk</a></td>
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<tr>
<td>July 2015</td>
<td>Community Infrastructure Levy (CIL)</td>
<td>Adoption of scheme for purposes of examination</td>
<td>Executive</td>
<td>✓</td>
<td>Consultation with relevant partners and agencies</td>
<td>Matthew Evans 01483 523298</td>
<td>Cllr Brian Adams <a href="mailto:brian.adams@waverley.gov.uk">brian.adams@waverley.gov.uk</a></td>
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<tr>
<td>November 2015</td>
<td>Community Infrastructure Levy (CIL)</td>
<td>Adoption of scheme</td>
<td>Executive and Council</td>
<td>✓</td>
<td>Consultation with relevant partners and agencies</td>
<td>Matthew Evans 01483 523298</td>
<td>Cllr Brian Adams <a href="mailto:brian.adams@waverley.gov.uk">brian.adams@waverley.gov.uk</a></td>
</tr>
<tr>
<td>November 2015</td>
<td>Adopt Local Plan (provisional)</td>
<td>Adoption of the plan for Waverley</td>
<td>Executive and Council</td>
<td>✓</td>
<td>Consultation with relevant partners and agencies</td>
<td>Matthew Evans 01483 523298</td>
<td>Cllr Brian Adams <a href="mailto:brian.adams@waverley.gov.uk">brian.adams@waverley.gov.uk</a></td>
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ITEM 7 – APPENDIX B

MINUTES of the MEETING of the CORPORATE OVERVIEW & SCRUTINY HOUSING IMPROVEMENT SUB-COMMITTEE held on 3 MARCH 2014 AT 7.00PM

SUBMITTED TO THE MEETING OF CORPORATE OVERVIEW & SCRUTINY COMMITTEE ON MONDAY 17 MARCH 2014

(To be read in conjunction with the Agenda for the meeting)

For Waverley Borough Council: For the Waverley Tenants’ Panel:

* Cllr Michael Goodridge (Chairman) * Brenda Greenslade (Vice-Chairman)
  Cllr Pat Frost
  * Cllr Richard Gates
  * Cllr Tony Gordon-Smith
  * Cllr Chris Storey
  * David Jackson
  * Christine North
  * Ann Powis
  * Adrian Waller

*Present

In attendance: Cllr Carole King, Portfolio Holder for Housing Operations, and Cllr Keith Webster, Portfolio Holder for Housing Strategy

The Chairman welcomed the Portfolio Holders, Cllrs Carole King and Keith Webster, to the meeting; and also Theresa Lonergan, Tenancy & Estates Manager.

46. MINUTES (Agenda Item 1)

The Minutes of the Meeting held on 23 January 2014 were agreed and signed.

47. APOLOGIES FOR ABSENCE (Agenda Item 2)

Apologies for absence were received from Cllr Pat Frost, and David Jackson from the Tenants’ Panel.

48. DECLARATIONS OF INTERESTS (Agenda Item 3)

There were no declarations in connection with items on the agenda.

49. QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda Item 4)

There were none.

COMMITTEE WORK PROGRAMME

50. COMMITTEE FORWARD PROGRAMME (Agenda Item 5; Appendix A)

The Sub-Committee RESOLVED to note the forward programme of items scheduled for consideration over the remainder of 2014.
PERFORMANCE SCRUTINITY

51. HOUSING SERVICE CUSTOMER FEEDBACK REPORT – Q3 (OCTOBER - DECEMBER 2013) (Agenda Item 6; Appendix B)

51.1 The Sub-Committee received a report on customer feedback received by the Housing Service in the third quarter of 2013/14, the actions taken and lessons learnt from complaints. The Sub-Committee was pleased to see that the number of complaints received (71) had fallen slightly compared to the second quarter, and continued the downward trend overall.

51.2 Most (42) of the complaints related to responsive repairs, which was the most frequent reason tenants had to contact Waverley. Most complaints had been resolved at Level One of Waverley’s complaints process; however, 5 had been escalated to Level Three (Executive Director Enquiry). One complaint had been escalated to the Housing Ombudsman for further investigation. With regard to the number of complaints closed in quarter three, 66 had been closed in total of which 5 had been at Level 3. Of these, 3 complaints had been partly upheld with one complainant receiving compensation.

51.3 The Housing Service had again failed to meet the Council’s target for responding to 95% of complaints within 10 working days. A Policy & Complaints Officer had been appointed from 3 February, for a period of 3-6 months, in order to improve response times to customers and performance against target. At the end of February, only 1 complaint was overdue its response, however the complainant was being kept informed of progress on resolving their complaint. Lessons learnt from complaints were shared with staff and contractors in order to try and prevent re-occurrence of the same issues, and these were now recorded in an action log to ensure there is follow up and a positive outcome in service delivery.

51.4 The Sub-Committee was pleased to see the development of the action log as a means of tracking actions implemented from lessons learnt. It was noted that the Housing Options service area had attracted 7 complaints in the last quarter, which was a significant increase compared to the previous quarters, albeit still a very low number. Officers explained that this was in the context of a 50% increase in the number of customer contacts with the Housing Options service over the last year, and higher volume of contacts invariably meant more complaints.

51.5 It was noted that there had been a number of complaints relating to sound-proofing works, and officers acknowledged that there may have been mixed messages and expectations raised. More work was needed to clarify the policy on carrying out sound-proofing works and the timeframes, and to communicate this clear to the tenants concerned.

51.6 The Sub-Committee RESOLVED to note the number and range of complaints, the action being taken to learn lessons from the complaints received, and the action taken to improve response times for complaints.

52. PROEJCT 20 - VOIDS PROGRESS REPORT (Agenda Item 7)

52.1 The Sub-Committee received an oral report on the progress on management of void properties, following the implementation of the new process for dealing with
void properties. Project 20 had been set up in July 2013 to review the voids process and to address the fall in performance in turning around void properties by redesigning the process of managing a property between the date when a tenant gave Waverley notice to terminate their tenancy and the date when it was re-let to a new tenant. In doing so, the aim was to improve the level of service to tenants, and to reduce the cost to Waverley of having properties void for longer than necessary, by reducing the average time for ‘normal’ voids to less than 20 days. Normal voids were those properties that did not require any major structural works to be undertaken during the void period. Project 20 had been implemented on 14 October 2013 and since then all properties coming vacant had been managed in accordance with the Project 20 process.

52.2 In Quarter 3 (October – December 2013), the re-let time for normal voids remained above target, at 42 days, largely due to the backlog of older void properties and the relatively low number of void properties classed as ‘normal’. In the 4th quarter to 3 March, there had been 76 voids, of which 18 were normal voids and the current average time taken to re-let was 16 days. There were 59 long-term voids with works required including asbestos removal, conversion or structural works. The Committee also noted the reasons why properties become vacant – of the voids arising in 2014 to date, 37% had been due to the tenants transferring to other properties (to another Waverley property, a housing association property, or the private sector), 30% had been due to termination of the tenancy on the death of the tenant, 16% due to tenants moving to other accommodation, 13% due to the tenants moving into a nursing home, and 4% due to the tenants being evicted.

52.3 Officers were continuing to fine tune processes in the light of experience, including work to improve the response time for completing asbestos surveys and removal. As well as making visits to tenants once they had given notice to terminate their tenancy, it was planned to start visiting tenants who were on the Housing Register and likely to move in the short term, so that they could be given as much notice as practicable of their obligations in relation to returning their property, and also to assess any works that would need to be carried out. It was disappointing that long-term voids were taking so long to remedy, and this aspect of voids management would be reviewed as a separate workstream.

52.4 The Sub-Committee was pleased to note positive impact being seen on void turnaround times, although it was frustrating that so many voids needed more major works. It was noted that the Council would be putting in place a programme to carry out asbestos management surveys of all of Waverley’s housing stock, and this would be prioritised to so that the status of properties that were most likely to contain asbestos-containing materials was confirmed at the earliest opportunity. This updated information, combined with the extensive programme of Decent Homes works, stock refurbishment and re-modelling, meant that the number of voids requiring major works should reduce in the longer term.

52.5 In response to Members’ questions about the arrangements when a tenancy is terminated due to the death of the tenant, Officers advised that the tenant’s family are given 2 weeks rent-free to clear the property and return the keys. If tenants applied to have aids and adaptations made to their property, the request would be assessed by an occupational therapist in the first place. Depending on the type of adaptations required, Officers would consider whether it might be more appropriate
for the tenant to move into a property that had previously been adapted, rather than adapting a family home that might be under-occupied.

52.6 The Sub-Committee RESOLVED to note the progress made by Project 20, and confirmed that it would be happy to receive oral reports at subsequent meetings, if this enabled the most current information to be presented.

53. PERFORMANCE MANAGEMENT REPORT QUARTER 3, 2013/14 (OCTOBER – DECEMBER 2013) (Agenda Item 8; Appendix C)

53.1 The Sub-Committee noted the continued good performance on rent collection, particularly given the current economic climate; but also noted that current rent arrears showed the third quarter-on-quarter increase. The number of tenants with more than 7 weeks rent arrears had increased in Q3, although fewer Notices Seeking Possession (NoSP) had been served. There had been one eviction due to rent arrears in Q3.

53.2 At the end of December 2013, 24% of the Council’s housing stock was ‘non-Decent’. The programme to address the backlog of Decen Homes work was on schedule for completion by 31 March, and there would be a separate report to the Sub-Committee at its meeting in June. Officers were meeting with the Homes & Communities Agency in the coming week to update them on progress, which was being monitored closely through weekly meetings.

53.3 Officers reassured Tenants Panel members that tenants who fell into rent arrears were not ‘black-listed’ in any way. It was recognised that many tenants were experiencing financial pressures, and if a tenant did miss a rent payment they would be contacted and offered advice signposting to potential sources of assistance.

53.4 With regard to the satisfaction data provided by Mears, Officers advised that work was needed by Waverley to validate the high level of customer satisfaction being reported by Mears on the responsive repairs workstream. Waverley had started to collect its own customer feedback for the Kitchen & Bathroom workstream, and this did show high levels of satisfaction with the work of all three contractors involved.

53.5 The Sub-Committee RESOLVED to note the performance for the third quarter 2013/14, and had no particular observations to draw to the attention of the Corporate Overview & Scrutiny Committee.

54. HOUSING SERVICE RESPONSE TO FLOODING (Agenda Item 9; Appendix D)

54.1 At its meeting in January 2014, the Sub-Committee had asked for a report on the response to the flooding of homes in Wey Court and Clappers Meadow that occurred over the Christmas and New Year period. The report detailed Waverley’s statutory responsibilities as a Category 1 responder, and the role of the Surrey Local Resilience Forum. The report set out the sequence of events during Christmas week, including the establishment of Rest Centres on Christmas Eve night, and on Christmas morning to accommodate residents evacuated from Wey Court. Residents from 11 properties in Wey Court, and 2 properties in Clappers Meadows were evacuated and have been found alternative accommodation.
The Sub-Committee was pleased to note that the report acknowledged the frustrations voiced by tenants in relation to communications from the Council in the week between Christmas and the Council Offices re-opening on 2 January 2014, and also the constructive feedback from the Tenants Panel on how they might be better briefed to help communicate with tenants in similar circumstances.

Cllr King reported that she had chaired a very positive meeting last week with all the evacuated tenants and their families, which had been the first time they had met collectively. It had been an emotional meeting for many of the tenants, but they had confirmed that they were satisfied with where they were currently staying, and some had already indicated that they may not want the upheaval of returning to their original homes. It was noted that the Property Services Manager had responded to tenants’ questions on the remedial works that would be needed, including concerns about asbestos, and shared frustrations regarding the delay in receiving the report from the Loss Adjustor. Tenants had confirmed that they were content with a weekly contact from Waverley for the time being, and preferred to wait for a follow-up meeting until the Loss Adjustor had reported and there was more definitive news.

Damian Roberts, Director of Operations, acknowledged that that were lessons to be learned about how agencies had responded and communicated with tenants, and there were on-going challenges with the standard of service from third parties, including the Loss Adjustor.

The Sub-Committee RESOLVED to record their thanks to Waverley staff, Waverley’s contractors, and the Fire & Rescue Service for their considerable efforts over Christmas and New Year to assist Waverley residents. The Tenants’ Panel, and particularly Brenda Greenslade and Adrian Waller, were thanked for their help and advice in supporting last week’s meeting with tenants.

LANDLORD SERVICE CUSTOMER SERVICE STANDARDS (Agenda Item 10; Appendix E)

The Sub-Committee received a report setting out the process for reviewing the current Landlord Service standards. The service standards would be developed with tenants to provide clear service promises and to monitor satisfaction with services.

The Survey of Tenants and Residents (STAR) was carried out in 2012 and whilst the results showed a generally high level of satisfaction with the Housing Service overall (81%), there were particular aspects of the service with lower levels of customer satisfaction, and particular groups of tenants who were more critical of services. The development of Landlord Service customer service standards, and consultation with tenants on the draft standards, would provide an opportunity to understand tenants’ expectations and to manage those expectations.

The Sub-Committee RESOLVED to note the review process and timetable, and that an outcome report would come to the Sub-Committee in June 2014.

TENANCY & ESTATES TEAM UPDATE (Agenda Item 11; Appendix F)

The Sub-Committee received a report providing an update on the work of the Tenancy & Estates Team, which was presented by Theresa Lonergan, the Tenancy
& Estates Manager. Theresa outlined the priority areas of work for the team, including: tenancy and property audits, management of anti-social behaviour cases in accordance with Waverley’s policy, and supporting major works and new development and community engagement. A revised team structure had been proposed which would give the team more coherence, and provide the resources needed to meet service demands. In particular, having co-ordinators based in the office would enable the Tenancy & Estates Officers to spend the majority of their time based in their geographical area patch.

56.2 Theresa confirmed that Estate Walkabouts would resume as part of the Community Development programme of work detailed in the report at Appendix H on the agenda. Brenda Greenslade commended the move to having Tenancy & Estates Officers community-based, as this would help them to understand better tenant issues and concerns.

56.3 The Sub-Committee RESOLVED to note the actions taken to improve the outcomes of the work of the Tenancy & Estates team, and that a further report would be submitted to the Sub-Committee after the implementation of the new structure.

57. ANTI-SOCIAL BEHAVIOUR SERVICE UPDATE (Agenda Item 12; Appendix G)

57.1 The Sub-Committee received a report providing an update on the work Tenancy & Estates Team in managing Anti-Social Behaviour. Theresa Lonergan outlined the steps taken to improve the way in which Waverley responded to incidents of anti-social behaviour, including the adoption of a new ASB Policy and improved multi-agency working.

57.2 The Survey of Tenants and Residents in 2012 had highlighted that whilst there were relatively few incidents of anti-social behaviour reported, there was a high level of dissatisfaction with the outcomes of reported incidents. The purpose of the ASB Policy was to embed a process for ensuring that incidents were recorded correctly, and action taken, and to manage the expectations in relation to what Waverley could achieve. Many reported incidents were low-level nuisance, mostly relating to noise nuisance. However, there were a small number of complex cases that required sensitive management, and liaison with other agencies. As part of the development of Waverley’s management of anti-social behaviour training and equipment needs had been identified so that staff had the resources and confidence to be proactive in dealing with disruptive tenants, and to improve the outcomes for neighbours.

57.3 The Sub-Committee RESOLVED to note the actions taken to improve the outcomes of the work of the Tenancy & Estates team in relation to anti-social behaviour.

58. COMMUNITY DEVELOPMENT TEAM UPDATE (Agenda Item 13; Appendix H)

58.1 The Sub-Committee received a report providing an update on the Community Development work of the Tenancy & Estates Team. Theresa Lonergan explained that Community Development had transferred from Communities to the Housing Service as part of the 2012 restructure of the Housing Service. Following a review of the service demands, the team had been increased to 1.6FTE (two officers working 4 days a week).
The priority workstreams for 2014/15 were supporting the Tenancy & Estates Officers; assisting the Housing Development Team on new housing development projects (notably Ockford Ridge); supporting partners’ work in delivering health and well-being projects; supporting the development of community groups on estates; organising community events including community engagement and involvement of partners; developing youth provision on estates; developing community buildings on estates; and improving individual and community engagement. A common feature to all workstreams was the high level of partnership working to achieve outcomes, involving statutory agencies, the voluntary and faith sectors, and also Waverley contractors (Glendale, Veolia, Mears).

The Sub-Committee noted in particular: the project to provide a gardening service in partnership with the Probation service, Waverley Training Services and the Personalisation & Prevention Partnership funding which would focus on cleaning and tidying overgrown gardens of vulnerable/older residents and also communal areas that needed attention; community clean-ups, most recently in Haslemere when Veolia collected items from 200 properties; and the refurbishment of the Millstream community room, which would be managed by the community to generate income and allow them to buy-in services they need.

The Sub-Committee commended the approach being taken and the involvement of partners in the work. The Sub-Committee asked how outcomes would be measured and the ‘return on investment’ evaluated? Theresa responded that the work aimed to pre-empt local issues escalating to crisis point, and an important aspect of reporting outcomes would be ‘you said …, we did…’ feedback to residents.

The Sub-Committee RESOLVED to note the Community Development Plan for 2014/15, and thanked Theresa Lonergan for her presentations on the different aspects of the Tenancy & Estates Team’s work.

POLICY DEVELOPMENT & REVIEW

The Sub-Committee received a report on the draft Design Standards and Specifications that had been developed to form the basis of tender documentation issued to contractors bidding to build new council homes for Waverley. The draft standards and specifications had been reviewed by the Sub-Committee and the Tenants’ Panel in November 2013 as part of the consultation process. Feedback had been considered by the Housing Delivery Board in January 2014, and the final draft standards and specifications were now being submitted to the Executive for approval.

The Sub-Committee welcomed the proactive approach being taken by Waverley to set high standards and specifications for our new affordable housing, and was pleased to note that feedback from tenants had been incorporated with regard to adequate provision of internal and external storage space and useable amenity space, and future-proofing for accessibility requirements.
59.3 The Sub-Committee RESOLVED to endorse the guidance notes on Design Standards and Specifications (attached at Annexe 1) for new council homes to the Corporate Overview & Scrutiny Committee.

60. AIDS AND ADAPTATIONS POLICY (Agenda Item 15; Appendix J)

60.1 The Sub-Committee received a report explaining the background to the new Aids and Adaptations Policy, which brought together the separate arrangements currently operating for private-sector residents and Waverley tenants into one tenure-blind application process and scheme. The new policy would ensure all residents were treated fairly when requesting assistance, irrespective of tenure.

60.2 The Sub-Committee noted that the new Policy set a threshold for all adaptations at the Disabled Facilities Grant threshold (currently £30,000) for all works. Whilst there was currently no financial threshold in the current Council homes aids and adaptations policy, adopting a common threshold would ensure parity for all residents. The Tenants’ Panel had been consulted on the draft policy, and supported the tenure blind scheme, equal threshold, and focus on long term needs. The Tenants’ Panel had also been instrumental in ensuring that timescales were included in the policy.

60.3 The Sub-Committee commended the greater transparency of the single, integrated Policy, and noted that a separate ‘Safe & Warm’ scheme was available to provide grants for home insulation and energy-efficient boilers.

60.4 The Sub-Committee RESOLVED to endorse the new Aids and Adaption Policy (attached at Annexe 2) to the Corporate Overview & Scrutiny Committee.

There being no matters needing to be dealt with in exempt, the Chairman declared the meeting closed at 8.30 p.m.

Chairman
DESIGN STANDARDS AND SPECIFICATIONS FOR NEW COUNCIL HOMES: GUIDANCE NOTES

Housing Development Team
Waverley Borough Council
Council Offices
The Burys
Godalming
Surrey
GU7 1HR

Dec 2013
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1.0 **Introduction**

In 2012, the Council started a new council housing programme with the aim to deliver an additional 30 affordable homes per year. Through this, the Council wants to re-define expectations about affordable housing by developing attractive, high quality homes which provide excellent places for tenants to live, but also enhance their surroundings and protect the local character of towns and villages. Good design is crucial to achieving this aim and should be a guiding consideration right from the offset of a development.

This document sets out the principles and aspirations that the Council seeks for its new homes and is separated into two sections:

1. **Design standards (Section 3)**

This section outlines the principles that should be given due consideration during the design of new homes and the standards that dwellings are expected to meet.

2. **Specifications (Section 4)**

This section outlines the detailed internal and external specifications for all new dwellings.

2.0 **Reviewing the Standards and Specifications**

The Housing Revenue Account business plan 2012-2042 identifies £261 million to invest in new affordable homes over the next thirty years. Over this time Government guidance, building standards and best practice will change, new technologies will emerge and the Council will continue to learn about good design through greater experience. It is important therefore that these Standards and Specifications are regularly reviewed to reflect these changes.

The first review will take place in April 2016, two years after this document is adopted. This will allow sufficient time for the Council’s first homes to be completed and feedback from the first tenants to be received. After this, the Standards and Specifications will be reviewed by the Housing Delivery Board on an annual basis. This will be informed by regular surveys of new tenants’ experiences to highlight potential areas for improvement.
3.0 **Overarching Principles**

This programme provides the Council with an excellent opportunity to develop outstanding examples of affordable housing design to benefit occupiers, the community and the Council’s management. In setting the standards and specifications contained within this document the Council aspires to create great homes that meet the following principles:

- **Fit for purpose:** homes that reflect modern lifestyles and meet the current needs of tenants
- **Future-proof:** homes that is robust but flexible, with the ability to adapt to the changing needs of existing and future tenants
- **Community:** homes that respect and enhance the character of the local area and create mixed communities where people want to live
- **Sustainability:** Homes that meet high levels of sustainability to protect tenants from rising fuel costs and minimise environmental impact.
- **Choice:** Homes that provide a range of sizes and types to reflect local needs and provide choice to households on the housing register
- **Secure:** Homes that provide safe places for tenants to live and discourage crime in the local community
- **Good management:** Homes that enable the council to better manage and maintain their stock

4.0 **Delivery and constraints**

This document outlines the standards and specifications that the Council aspires to achieve when delivering its new homes and should be the starting point for all designs. At times however financial and practical constraints will mean that the Council has to strike a balance between achieving all standards and specifications and meeting its wider housing objectives. For example, given the Borough’s high housing need, it may be preferable to deliver units that are smaller in size than the levels proposed in this document in order to maximise development on restricted sites.

All designs will therefore be assessed on a site-by-site basis and conflicting priorities will be addressed according the context that particular development, including the needs of that area and the profile of future tenants, so that the best possible scheme can be delivered within existing financial and practical constraints.
5.0 Design standards

The benefits of good design are multi-faceted. High quality and energy efficient housing provides tenants with homes to meet their current and future needs are cost-effective to live in and provide good sized internal living and external amenity space. Good design benefits the community by contributing to and enhancing the local environment. It can also be a significant factor in ensuring community support for a scheme. Well designed housing can also benefit the environment by creating low-carbon energy efficient homes.

This section outlines the principles and standards that should be given due consideration during the design of new council homes, so that the most can be made of this excellent opportunity to create exemplars of good design in the Borough.

5.1 Pre-application advice

Whilst this document provides guidance on the Council’s standards and aspirations for its new housing development, emphasis is placed on the importance of obtaining pre-application advice from the earliest stages of design so that proposals develop in full consultation with the Council’s Planning Team and inline with planning policy. For more information on the Council’s pre-application Process please visit http://www.waverley.gov.uk/info/1023/planning_advice/333/need_pre-application_advice

5.2 External appearance

All design must be of high quality and indistinguishable from market housing. External appearance however will vary depending on the context of the site and how proposals relate to their immediate surroundings. There is therefore no set of right or wrong principles, with each design being justified against site analysis and evaluation with proper regard given to local character and distinctiveness. Character appraisals of the existing area can help when looking for design cues and should be carried out during the pre-application stage to inform design and layout choices.

Many areas of the Borough have a Village Design Statement (VDS) or Town Design Statement (TDS) which provide a clear statement of the character of a particular village or town against which planning applications may be assessed. Where these exist, all new dwellings should be guided by the statements from the offset of
proposals. This is important for understanding local views and perceptions and therefore enabling new development to generate local support rather than conflict and opposition. The statements must be explicitly referred to in a scheme’s Design and Access statement.

There are a number of Town and Village Design Statements (TDS/VDS) published in Waverley. These include:

- Haslemere Design Statement - adopted as a **material consideration** on 17 July 2012.
- Churt Village Design Statement - adopted as a **material consideration** on 14 December 2010.
- Farnham Design Statement - adopted as a **material consideration** on 20 July 2010.
- Thursley Village Design Statement - adopted as a **material consideration** on 21 July 2009.
- Cranleigh Design Statement - adopted as a **material consideration** on 22 July 2008.
- Frensham Village Design Statement - adopted as a **material consideration** on 22 July 2008.

Town and Village Design Statements are available on the Council’s website:

http://www.waverley.gov.uk/info/1004/planning_policy/1392/village_and_town_design_statements

In addition to the TDS/VDS, the Surrey Design Guide sets out key objectives and principles that need to be taken into account to ensure all new development is of the highest design quality. The Surrey Design Guide was adopted by Waverley Borough Council in April 2002 as Supplementary Planning Guidance and can be downloaded from the Surrey County Council website:

5.3 Internal space standards

It is important that new homes are designed to provide good space standards to enable flexibility that can reflect the changing and varying needs of households. Good size properties also allow the Council good management of their stock as they can be allocated to a wider range of households.

There are various space standards currently available for affordable housing, for example Parker Morris, the London Design Guide and HCA Housing Quality Indicators (HQIs). The table below shows new standards proposed by DCLG as part of their Housing Standards Review consultation. The Council supports this framework and aspires to deliver its new homes at Level Two, which is largely in line with the London Design Guide standards. Level Two should therefore be the starting point for all new proposals, however smaller units may be delivered depending on specific site feasibility. In turn, should housing needs data indicate a requirement for a fully wheelchair accessible unit then Level 3 should be used as a size guide.

**Internal Space Standards (m²) (DCLG Housing Standards Review – Illustrative technical standard)**

<table>
<thead>
<tr>
<th>Standard</th>
<th>Proposed Level 2</th>
<th>Proposed Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 bed/2 person flat</td>
<td>48</td>
<td>58</td>
</tr>
<tr>
<td>2 bed/3 person flat</td>
<td>61</td>
<td>73</td>
</tr>
<tr>
<td>2 bed/4 person flat</td>
<td>70</td>
<td>87</td>
</tr>
<tr>
<td>2 bed/4 person house</td>
<td>83</td>
<td>104</td>
</tr>
<tr>
<td>3 bed/5 person house</td>
<td>96</td>
<td>120</td>
</tr>
<tr>
<td>3 bed/6 person house</td>
<td>105</td>
<td>130</td>
</tr>
<tr>
<td>4 bed/6 person house</td>
<td>109</td>
<td>135</td>
</tr>
<tr>
<td>4 bed/7 person house</td>
<td>118</td>
<td>145</td>
</tr>
</tbody>
</table>

5.4 Bedroom Size

It is important that affordable housing provides decent bedroom sizes, particularly in light of new housing benefit rules that require same sex siblings to share a bedroom
until the age of 16. The Government’s Housing Standards Review also proposed minimum bedroom sizes and widths for consultation, outlined in the table below. Again, the Council supports this framework and aspires to deliver bedrooms at Level 2 standard, unless site feasibility indicates otherwise.

In addition:

- All new council 2 bed properties must be designed for four people, providing one double and one twin room. This ensures that 2 bed properties can be let to two person, three person and four person households.
- All properties with 3+ bedrooms must provide at least one double and one twin bedroom to maximise the property’s potential use.
- All one bed properties must be designed for 2 people (i.e. have a double bedroom).

Minimum Bedroom Space Standards (m²) (DCLG Housing Standards Review – Illustrative technical standard)

<table>
<thead>
<tr>
<th></th>
<th>Proposed Level 2</th>
<th>Proposed Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single bedrooms</td>
<td>7.5</td>
<td>8.5</td>
</tr>
<tr>
<td>Principle double bedroom</td>
<td>12.0</td>
<td>13.5</td>
</tr>
<tr>
<td>Other double / twin room</td>
<td>11.5</td>
<td>12.5</td>
</tr>
</tbody>
</table>

Minimum Bedroom width (meters) (DCLG Housing Standards Review – Illustrative technical standard)

<table>
<thead>
<tr>
<th></th>
<th>Proposed Level 2</th>
<th>Proposed Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single bedrooms</td>
<td>2.15</td>
<td>2.4</td>
</tr>
<tr>
<td>Double and twin bedrooms</td>
<td>2.75</td>
<td>3.0</td>
</tr>
</tbody>
</table>

5.5 Living spaces and layout

As well as providing adequate space, it is important that new housing provides the correct number of living spaces to meet a household's needs. The Council expects
properties to adhere to the HCA’s HQI standards with respect to living spaces, displayed in the table below.

**Number of Living Spaces required for each unit size (HCA HQIs)**

<table>
<thead>
<tr>
<th>Required living spaces</th>
<th>1 bed/ 2 person</th>
<th>2 bed/ 3 or 4 person</th>
<th>3 bed/ 5 or 6 person</th>
<th>4 bed/ 7 person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bathroom</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>WC</td>
<td>1</td>
<td>1*</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Kitchen</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Living room</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Dining space</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

* Two WCs if on two floors

With respect to WC and sanitary provision:

- All 2+ bed properties across two floors are expected to provide 2 WCs, including one on the ground floor.
- Consideration should be given to providing a separate WC and bathroom in 2 bed flats should this be more practical for its intended use than a combined WC and bathroom.
- All ground floor flats should provide for the future installation of a wetroom, to ensure adaptability and future accessibility.

The exact layout of properties will be largely dependant on plot size and individual design, however where possible the following should be met:

- Properties of three plus bedrooms should have two living spaces (i.e. a separate kitchen or kitchen diner)
- Wherever practical all new dwellings should be provided with an entrance hall or lobby to conserve energy and ensure that entry is not directly into the living space or flight of stairs.
- A living space, which may be a combined kitchen/dining room, should be provided within the entrance floor. (Accessibility Level 2. See section 3.5)
- Kitchens and bathrooms should be located on an outside wall were possible and have their own window.

**5.6 Accessibility Standards**
New council housing should be built to good accessibility and adaptability standards to accommodate the current and future needs of disabled and / or older tenants. DCLG’s Housing Standards Review proposed three levels of accessibility standards, described in the table below. In line with space standards, the Council supports development at Level 2, however acknowledges that meeting all Level 2 requirements may not be practical or financially viable. Therefore the key elements of Level 2, that all new dwellings should meet, are highlighted in the Specifications, Section 4.

**Accessibility standards overview (DCLG Housing Standards Review – Illustrative technical standard)**

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Provides adequate accessibility for most people, including many older people and basic visitor access for those using wheelchairs.</td>
</tr>
<tr>
<td>Level 2</td>
<td>Provides adaptability as well as improved access for everyone; making homes suitable for the majority of older people and many part-time wheelchair users, as well as young families with buggies. Also provides good visitor access to wheelchair users.</td>
</tr>
<tr>
<td>Level 3</td>
<td>As a revised version of the Wheelchair Housing Design Guide, level 3 is the highest tier and will provide very good accessibility for most people, including the majority of wheelchair users. Level three provides a distinction between ‘wheelchair accessible’ design features (ready to be used by wheelchair users) and ‘wheelchair adaptable’ design features (where the first occupants are unknown).</td>
</tr>
</tbody>
</table>

5.7 Sustainability

There is a Council wide commitment to building homes that are future proof and have high sustainability considerations that will protect residents from rising energy costs. All new council homes should therefore strive to achieve Code for Sustainable Homes level 4 and provide exemplars of sustainable development within the Borough. Where Code 4 is unachievable overall, the energy and carbon dioxide (CO2) as well as the Water elements of Code 4 must be achieved. Sound insulation should also be given a high priority (see section 3.13).

New dwellings should be built with very efficient building fabric that will reduce the need to heat and maximise natural daylight that will minimise energy use. Where possible, passive design should be fully considered from the offset with regard to orientation, glazing and materials (see section 3.7).

Whilst aiming to achieve Code level 4, the Council is open to exploring new sustainable technologies that will make homes more energy efficient and minimise costs for tenants, (for example solar tubes.) It is important that such technologies are user friendly and easy for tenants to operate and maintain. We would therefore welcome design and technology proposals that are evidenced to meet these criteria.

District and renewable heating systems should be fully considered for bigger developments and where appropriate.

In addition, design proposals should aim to take into account and facilitate the potential use of future technologies such that they can be installed retrospectively.

Sustainability is also an important consideration when sourcing materials for development. All new development should therefore adhere to the Sustainable Timbers Policy.

5.8 Natural Light

Natural light is good for health and well being as well as creating attractive, welcoming developments. It is also improves energy efficiency by reducing the need for lights and meeting some heating requirements through passive solar gain. Importance should therefore be placed on maximising natural light within the design of new dwellings:

- Where possible, all habitable rooms should receive direct sunlight with a priority given to living, dining and kitchen space.
• Glazing to all habitable rooms should not be less than 20% of the internal floor area of that room.

5.9 Security considerations

Security considerations must be taken into account from a scheme’s earliest stages and design statements must be explicit in terms of how safety has been considered. Developments are therefore required to meet Secured by Design standards ([http://www.securedbydesign.com/](http://www.securedbydesign.com/)) and consultation should take place with the Borough’s Crime and Disorder Prevention Officer at the pre-application stage.

5.10 External space standards

Feedback from resident satisfaction surveys carried out over the past six years suggests there is the need to increase the external amenity space provided with affordable homes. The design of new council homes should therefore seek to maximise this space whilst also taking into account the need to utilise the site’s full development potential and provide good sized internal living spaces.

At a minimum all new houses must include a (usually rear) private garden providing at least 50 m² of usable amenity space. The provision of front gardens will be dependant on the context and street scene of the site. It is desirable that each flatted unit also has its own private garden, particularly where units are designed for families (i.e. have 2+ bedrooms) or are on the ground floor. Where this is not feasible design should include an element of usable amenity space through communal gardens. Where flats are intended for families this space must be suitable for children’s play, in line with Policy H10. For example, communal space should be positioned so that it is overlooked by the surrounding development to encourage passive surveillance.

All external space, private or communal, should be designed to capture sunlight where possible and north facing gardens should be avoided.

5.11 Parking provision

The Council recognises that communities are often concerned about the potential impact that new developments may have on parking. It is therefore essential that the design of new council homes fully accounts for parking requirements. This should be guided by the Council’s residential parking guidelines, detailed in the table below, together with a realistic site appraisal in terms of proximity to services and transport and the wider context of parking in that neighbourhood.
Waverley Borough Council’s Residential Parking Guidelines (adopted October 2013)

<table>
<thead>
<tr>
<th>Locational Characteristics</th>
<th>Town Centre</th>
<th>Rest of Waverley</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 bed</td>
<td>1 space per unit</td>
<td>1 space per unit</td>
</tr>
<tr>
<td>2 bed</td>
<td>1 space per unit</td>
<td>2 spaces per unit</td>
</tr>
<tr>
<td>3+ bed</td>
<td>1.5 spaces per unit</td>
<td>2.5 spaces per houses</td>
</tr>
</tbody>
</table>

In addition, careful consideration should be given to the siting and orientation of car parking so that it does not negatively affect the use and appearance of open space. A guide to Car parking ‘What works where’ can be found at: Car Parking: What works where | Homes and Communities Agency (HCA)

5.12 Unit Type, Mix and Number

The unit mix will reflect the type of housing identified as being required in the most up-to-date Housing Needs Survey and Strategic Housing Market Assessment. Regard will also be given to the form and type of development appropriate for that site, as well as the profile of households currently on the Council’s Housing Register in that area. This will result in providing a range of properties including houses, maisonettes and flats, reflecting the ethos of the Council’s ‘Choice Based Lettings’ scheme. Emphasis is also placed on creating mixed communities for all household types and ages.

With regard to unit number, the starting point should be to maximise the site for the optimum provision of affordable housing whilst taking into account internal and external space standards together with the Council’s planning policies and the area’s local character.

5.13 Internal Storage

Storage is an important factor in ensuring that properties are future proof and that people have enough space to enjoy their homes. Storage areas should therefore be maximised within new properties and the Council supports the minimum storage standards, detailed in the table below. This storage should be provided through dedicated, built-in storage cupboards such as airing, utility and cloak cupboards, cupboards under the stairs or built-in wardrobes.
Internal Storage Standards at all Levels (adapted from the London Design Guide)

<table>
<thead>
<tr>
<th>Bedroom No.</th>
<th>Storage (m²)</th>
<th>Bed Space No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Bedroom</td>
<td>2.5</td>
<td>2 bed spaces</td>
</tr>
<tr>
<td>2 Bedrooms</td>
<td>2.5</td>
<td>3 bed spaces</td>
</tr>
<tr>
<td></td>
<td>2.5</td>
<td>4 bed spaces</td>
</tr>
<tr>
<td>3 Bedrooms</td>
<td>2.5</td>
<td>4 bed spaces</td>
</tr>
<tr>
<td></td>
<td>3.0</td>
<td>5 bed spaces</td>
</tr>
<tr>
<td>4-6 Bedrooms</td>
<td>3.0</td>
<td>5 bed spaces</td>
</tr>
<tr>
<td></td>
<td>3.5</td>
<td>6 bed spaces</td>
</tr>
<tr>
<td></td>
<td>4.0</td>
<td>7 bed spaces</td>
</tr>
<tr>
<td></td>
<td>4.5</td>
<td>8 bed spaces</td>
</tr>
</tbody>
</table>

Notes:
1. Storage is built-in and free of hot water cylinders and other obstructions
2. Storage has a minimum internal height of 2m

5.14 Sound Insulation

Noise is often a key concern for tenants, being a common cause of stress, sleep disturbance and friction between neighbours. Good sound insulation is therefore important not only in creating positive places to live but also in encouraging harmonious communities. New council homes should therefore seek to use building materials that achieve the highest number of credits possible for sound insulation under the Code for Sustainable Homes, the criteria for which is detailed in the table below.

**Code for Sustainable Homes Assessment Criteria for Sound Insulation**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where:</td>
<td></td>
</tr>
<tr>
<td>Airborne sound insulation values are at least 3dB higher</td>
<td>1</td>
</tr>
<tr>
<td>Impact sound insulation values are at least 3dB lower</td>
<td></td>
</tr>
<tr>
<td>OR</td>
<td></td>
</tr>
<tr>
<td>Airborne sound insulation values are at least 5dB higher</td>
<td>3</td>
</tr>
<tr>
<td>Impact sound insulation values are at least 5dB lower</td>
<td></td>
</tr>
<tr>
<td>OR</td>
<td></td>
</tr>
<tr>
<td>Airborne sound insulation values are at least 8dB higher</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This can be demonstrated through EITHER

A programme of pre-completion testing based on the Normal programme of testing described in Approved Document E, for every group or subgroup of houses or flats, demonstrating that the standard or standards are achieved.

OR

Use of constructions for all relevant building elements that have been assessed and approved as Robust Details by Robust Details Limited (RDL) and found to achieve the performance standards stated about. All relevant dwellings must be registered with RDL.

**Default Cases**

| Detached dwellings | 1 |
| Attached dwellings where separating walls or floors only occur between non-habitable rooms | 3 |

The layout and orientation of adjacent buildings and communal spaces is also an important factor in limiting noise disturbance and should be considered from the earliest design stages. For example, where possible bedrooms should not be placed adjacent to neighbour’s living areas and noisy communal equipment (such as lifts or plants) should be a sufficient distance from doors and windows.

**5.15 Refuse and recycling**

New dwellings should meet the Council’s emerging requirements for refuse and recycling provision on new developments. Details are available on request.

**5.16 Relevant documents:**

The following documents are of particular relevance to the design of new Council

- Town and Village Design Statements - [http://www.waverley.gov.uk/info/1004/planning_policy/1392/village_and_town_design_statements](http://www.waverley.gov.uk/info/1004/planning_policy/1392/village_and_town_design_statements)


• SPD for Residential Extensions (provides general advice regarding the design/juxtaposition of buildings, windows, distances between buildings etc) - http://www.waverley.gov.uk/info/485/planning_applications/923/residential_extensions_supplementary_planning_document_spd

• SCC Standing Advice for parking spaces and driveway lengths

External documents:

• Secured by Design - http://www.securedbydesign.com/


• HCA Housing Quality Indicators - http://www.homesandcommunities.co.uk/hqi

6.0 Specifications

This section outlines the internal and external specification requirements for new council homes. Building new homes to a high specification will ensure that they provide a good living environment for tenants, but also that on-going maintenance costs are kept to a minimum and that the life-span of the property is maximised.

In addition, building new homes to a similar specification with tried and tested components and materials enables the Council better management of their properties in terms of repairs, maintenance and replacements.

<table>
<thead>
<tr>
<th>KITCHEN</th>
</tr>
</thead>
</table>
| **Range** | Rixonway Kitchens - Trieste range with choice of colour for worktop, draw/cupboard door front and handles. Metal rails to draw units.  
Or equivalent range from alternative approved supplier |
| **Flooring** | Tarkett Ltd Textar Anti Slip sheet flooring (or equivalent from alternative approved supplier) laid in a continuous seamless sheet with heat welded joints. Choice of colour. |
| **Lighting control** | Local switch at entrance to space. |
| **Ventilation** | Humidity activated electro/mechanical air extraction. Min 30 l/s. |
| **Power points (appliances)** | Power points supplied for washing machine, dishwasher, fridge/freezer and cooker.  
Cooker to be provided with both gas and electric points (where gas available).  
Switches and sockets over worktops should be 700mm from an internal corner. Controls to a radiator, boiler, cooker hood and other items that are usually mounted outside of this range are exempt. (Accessibility Level 2) |
| **Small power** | 4 No. TSSO’s above work surfaces  
2 No. TSSO’s in dining area (where situated in kitchen) |
| **Cupboard units** | Min no. of cupboard doors: 7 (1 bed accommodation); 8 (2 bed accommodation); 9 (3+ bed accommodation). One lockable cupboard.  
Wall units set back 150mm from the cooker space.  
Sufficient void space at rear of unit to accommodate service runs (75mm minimum). |
**Work surfaces**  
Min. length of work surfaces (excl. sink): 2m (1 bed accommodation); 3m (2 bed accommodation), 4m (3 bed accommodation).  
Min. 300mm long worktop provided both sides of the cooker.

**Storage**  
Tall cupboard for household appliances, part shelved.

**Tiling**  
Johnsons 150mm x 150mm ceramic wall tiles (or equivalent from alternative approved supplier) finished with white edging trims. White Grout. White sealant.  
Three courses of tiles above worktops to form splash backs.  
Tiling behind cooker to height of wall units and width of cooker space.

**Heating**  
Radiator with TVR.

**Allocated spaces**  
Spaces allocated for cooker, dishwasher, full height fridge/freezer and washing machine space (minimum 625mm clear width).

**Waste**  
Separate sink and washing machine waste trap required.

**Sink**  
Astracast Alto single bowl sink top with drainer – supplied by City Plumbing or equivalent from alternative approved supplier.

**Taps**  
Bristain Group Ltd. Utility Range mono-block kitchen. Mixer with ¼ turn lever (or equivalent from alternative approved supplier). Aerated.

**Fire protection**  
Combined (ionisation and optical) mains operated with 10 – 15 year battery back up and test reset button.

**BATHROOM (located on an outside wall, where possible)**

**Flooring**  
Tarkett Ltd Textar Anti Slip sheet flooring, (or equivalent from alternative approved supplier) laid in a continuous seamless sheet with heat welded joints. Choice of colour.

**Sanitary Ware**  
Armitage Shanks - Roca 'Laura' range or Sandringham Range (or equivalent from alternative approved supplier):  – White 560mm. Wash Hand basin with pedestal or similar approved supplier (same width); white Close coupled W.C suite.  
Roca Range (or equivalent from alternative approved supplier) – white 1700 or 1500 x 550mm steel bath with slip resistant base and hand grips.

**Lighting**  
IP54 Surface LED. 100 Lux@ FFL.

**Lighting control**  
Local switch outside door.

**Ventilation**  
Exterior walls/windows to have humidity activated electro/mechanical air extraction. Extract a min. 30 l/s.

**Tiling**  
Johnsons 150mm x 150mm ceramic wall tiles (or equivalent from alternative approved supplier). Choice of colour. Tiling finished with white edging strip. White Sealant.
| **3 courses of tiles to form splash back above basin.** | Ceiling height tiling to 3 sides of bath.  
Tiling around back of toilet, shelf, window sill (if applicable). |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finishes</strong></td>
<td>Toilet roll and towel holder. Shower rail and curtain.</td>
</tr>
<tr>
<td><strong>Heating</strong></td>
<td>Towel rail with TVR.</td>
</tr>
</tbody>
</table>
| **Bath and shower** | Bristan Group Ltd. Utility Range ¼ turn lever basin and bath pillar taps to basin and bath (or equivalent from alternative approved supplier).  
Bath with mixer tap (thermostatic controlled / aerated / flow restrictor for code 4) with flexible shower hose and second wall mounted cradle.  
Basin taps to be aerated with thermostatic blending valves on hot water. |
| **Small power** | 1 no. shaver socket. |
| **Other** | Aerated taps and other water saving devices. |

**WC (located on an outside wall and natural ventilation where possible)**

<table>
<thead>
<tr>
<th><strong>Lighting</strong></th>
<th>IP44 Surface LED. 100 Lux@ FFL.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lighting Control</strong></td>
<td>Local switch outside door.</td>
</tr>
<tr>
<td><strong>Flooring</strong></td>
<td>Tarkett Ltd Textar Anti Slip sheet flooring (or equivalent from alternative approved supplier), laid in a continuous seamless sheet with heat welded joints. Choice of colour.</td>
</tr>
<tr>
<td><strong>Ventilation</strong></td>
<td>Exterior walls/windows to humidity activated electro/mechanical air extraction. Extract min.30l/s.</td>
</tr>
</tbody>
</table>
| **Tiling** | Johnsons 150mm x 150mm ceramic wall tiles (or equivalent from alternative approved supplier). Choice of colour. Tiling finished with white edging strip. White Sealant.  
3 courses of tiles to form splash back above basin.  
Tiling around back of toilet, shelf, window sill (if applicable). |
| **Finishes** | Toilet roll and towel holder. |
| **Heating** | Radiator with TVR. |
| **Sanitary Ware** | Armitage Shanks - Roca ‘Laura’ range or Sandringham Range (or equivalent from alternative approved supplier): -- White 560mm. Wash Hand basin with pedestal or similar approved supplier (same width); white Close coupled W.C suite. |
| **Taps** | Basin taps to be aerated with thermostatic blending valves on hot water. |
### BEDROOMS

<table>
<thead>
<tr>
<th><strong>Lighting</strong></th>
<th>Pendant LED. 100 Lux@ FFL.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lighting control</strong></td>
<td>1 local switch at entrance.</td>
</tr>
<tr>
<td><strong>Small power</strong></td>
<td>4 TSSO’s in master bedroom. 3 TSSO’s in other bedrooms. Include 1 TSSO in TV position close to TV point if master or second bedroom.</td>
</tr>
<tr>
<td><strong>Heating</strong></td>
<td>Radiator with TRV.</td>
</tr>
<tr>
<td><strong>TV/Radio/Sat TV</strong></td>
<td>1 no. Triplex outlet, in TV position (if master or second bedroom).</td>
</tr>
<tr>
<td><strong>Ventilation</strong></td>
<td>Natural via openable window.</td>
</tr>
<tr>
<td><strong>Fitted wardrobe (where included)</strong></td>
<td>To be filled with a single MDF shelf with hanging rail below.</td>
</tr>
<tr>
<td><strong>Telephone data</strong></td>
<td>Telephone point (if master or second bedroom).</td>
</tr>
<tr>
<td><strong>Flooring</strong></td>
<td>Carpeted - 50% wool / 50% nylon hessian backed with heavy duty underlay complete with gripper rods fixings. Heat welded seams at door thresholds.</td>
</tr>
</tbody>
</table>

### LIVING ROOM

<table>
<thead>
<tr>
<th><strong>Small power</strong></th>
<th>5 TSSOs, including 2 at TV position close to TV point.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 No. TSSO’s in dining area (where situated in living room)</td>
</tr>
<tr>
<td><strong>Lighting</strong></td>
<td>1 or 2 Pendant LED (depending on size). 150 lux @ FFL.</td>
</tr>
<tr>
<td><strong>Lighting control</strong></td>
<td>Local switch at entrance to space.</td>
</tr>
<tr>
<td><strong>Fire detection</strong></td>
<td>Combined (ionisation and optical) mains operated with 10 – 15 year battery back up and test reset button.</td>
</tr>
<tr>
<td><strong>TV/Radio/Sat TV</strong></td>
<td>1 No. Triplex outlet at TV position.</td>
</tr>
<tr>
<td><strong>Heating</strong></td>
<td>Radiator with TVR.</td>
</tr>
<tr>
<td><strong>Ventilation</strong></td>
<td>Natural via openable windows.</td>
</tr>
<tr>
<td><strong>Telephone data</strong></td>
<td>2 No. Telephone points, including one next to TVR.</td>
</tr>
<tr>
<td><strong>Flooring</strong></td>
<td>Carpeted - 50% wool / 50% nylon hessian backed with heavy duty underlay complete with gripper rods fixings. Heat welded seams at door thresholds.</td>
</tr>
<tr>
<td><strong>Windows</strong></td>
<td>Glazing to the window to the main living area should start no higher than 850mm above floor level. In the main living space, the handle to at least one window should be at or below 1200mm above floor level. (Accessibility Level 2)</td>
</tr>
</tbody>
</table>
## HALLS, STAIRS AND LANDING

<table>
<thead>
<tr>
<th>Component</th>
<th>Specification</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lighting</strong></td>
<td>Pendant LED. 100 LUX @ FFL.</td>
</tr>
<tr>
<td><strong>Lighting control</strong></td>
<td>Local switches in hall and landing, 2 way control.</td>
</tr>
<tr>
<td><strong>Small power</strong></td>
<td>2 No. TSSOs - 1 in hall and 1 on landing.</td>
</tr>
<tr>
<td><strong>Telephones / data</strong></td>
<td>1 No. master socket.</td>
</tr>
<tr>
<td><strong>Door access</strong></td>
<td>Door chime.</td>
</tr>
<tr>
<td><strong>Heating</strong></td>
<td>Radiator with TVR.</td>
</tr>
<tr>
<td><strong>Fire Protection</strong></td>
<td>2 combined (ionisation and optical) mains operated with lithium rechargeable battery with 10 – 15 year guarantee and test reset button. One in the hall and one in the landing.</td>
</tr>
<tr>
<td><strong>Flooring</strong></td>
<td>Carpeted - 50% wool / 50% nylon hessian backed with heavy duty underlay complete with gripper rods fixings. Heat welded seams at door thresholds.</td>
</tr>
<tr>
<td><strong>Accessibility</strong></td>
<td>All halls and landings within the entrance floor and the floor level above should provide a clear width of at least 900mm. (Accessibility Level 2)</td>
</tr>
</tbody>
</table>

## LOFT SPACE

<table>
<thead>
<tr>
<th>Component</th>
<th>Specification</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Loft hatch</strong></td>
<td>Locking loft hatch.</td>
</tr>
<tr>
<td><strong>Boarding</strong></td>
<td>Boarded routes to services (allow for proprietary loft boarding legs).</td>
</tr>
<tr>
<td><strong>Lighting</strong></td>
<td>Pendant luminaries.</td>
</tr>
<tr>
<td><strong>Switch</strong></td>
<td>Local switch at entrance to space.</td>
</tr>
</tbody>
</table>

## HOME OFFICE (flexible location)

<table>
<thead>
<tr>
<th>Component</th>
<th>Specification</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Telephone / data</strong></td>
<td>1 No. telephone point.</td>
</tr>
<tr>
<td><strong>Small power</strong></td>
<td>2 TSSOs</td>
</tr>
</tbody>
</table>

## DÉCOR THROUGHOUT

<table>
<thead>
<tr>
<th>Component</th>
<th>Specification</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Walls</strong></td>
<td>1no. mist coat and 2no coats of Emulsion; Vinyl for wet areas, matt for all other rooms.</td>
</tr>
<tr>
<td><strong>Timber</strong></td>
<td>Skirting/Architraves/Linings/Staircase balustrade; 2 no. coats of white gloss.</td>
</tr>
</tbody>
</table>
### OTHER INTERNAL

<table>
<thead>
<tr>
<th>Component</th>
<th>Details</th>
</tr>
</thead>
</table>
| **Windows** | All windows fitted with internal sills, providing additional storage space.  
All windows to be recessed in external walls, providing better energy efficiency and aesthetic quality.  
Painted softwood curtain battens with shaped rounded ends to each window (where construction is traditional).  
Window handles should be located at or below 1400mm above floor level.  
All windows to have child proof locks. |
| **Internal doors / doorways** | Plywood faced paint quality solid core, four or flat panel and to be of the appropriate fire resistance.  
Door stops to all internal doors.  
Throughout the home, all internal doorways, should provide a minimum clear opening width of 750mm. (Accessibility Level 2) |
| **Heating** | Heating systems will depend on heating sources proposed and the level sought under the Code for Sustainable Homes. |
| **Storage** | Storage is to be prioritised over ensuite WCs.  
Airing cupboard to be fitted with at least three full width, full depth slatted softwood shelves.  
Allowance to be given for internal shelving to storage cupboards.  
Storage should be enclosed, namely purpose built cupboards with doors. |
| **TV/Radio/ Sat TV** | Integrated reception system – Aerials external on roof. IRS unit to receive digital, freeview and Sky Plus together with DAB radio. Aerial cabling wired to socket outplates in the living room, main and second bedroom – wiring coiled in loft space for connection to aerial by others. |
| **Flooring** | Vinyl to all ground floor rooms where floor is concrete screed. |
| **Carbon monoxide detection** | All properties should be fitted with an appropriately placed hard wired carbon monoxide detector. |
| **Switches, stopcocks and controls** | Switches, stopcocks and controls should be located between 450mm and 1200mm above floor level, and at least 300mm (measured horizontally) from an internal corner, wherever practicable. (Accessibility Level 2) |

### EXTERNAL

<table>
<thead>
<tr>
<th>Component</th>
<th>Details</th>
</tr>
</thead>
</table>
| **Planting** | Turf rear and front gardens where appropriate.  
Give due regard to indigenous planting. |
<p>| <strong>Lighting</strong> | Wall mounted IP 65 rated, outside back and front doors. |
| <strong>Fencing</strong> | 1.8m high close boarded fencing to boundaries and privacy panels. |</p>
<table>
<thead>
<tr>
<th>Property approach</th>
<th>Level or gently sloping with a minimum of a 1/15 gradient.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paving</td>
<td>Paved pathway around the property and where appropriate to the garden shed. Small paved patio area to the rear of the property (where appropriate).</td>
</tr>
<tr>
<td>Storage</td>
<td>Secure by Design Shed (CfSH level 4)</td>
</tr>
<tr>
<td></td>
<td>Bike secure storage (CfSH level 4)</td>
</tr>
<tr>
<td></td>
<td>Bin/Recycle Storage Internal &amp; External (Code 4)</td>
</tr>
<tr>
<td>Drying facilities</td>
<td>Rotary Washing Line (CfSH level 4)</td>
</tr>
<tr>
<td>Water storage</td>
<td>220L Water Butt linked with downpipe (CfSH level 4)</td>
</tr>
<tr>
<td>TV/Radio/Sat TV</td>
<td>Integrated reception system areal at high level</td>
</tr>
<tr>
<td></td>
<td>Cabling to property for provision of Digital TV</td>
</tr>
<tr>
<td>Telephone</td>
<td>Cabling to property for provision of telephone services.</td>
</tr>
<tr>
<td>Entry System</td>
<td>All flats and wheelchair units to be provided with basic speech only entry phone system.</td>
</tr>
<tr>
<td>Front door</td>
<td>Number, bell and letter box to be provided</td>
</tr>
<tr>
<td></td>
<td>A 300mm nib should be provided to the leading edge of the entrance door; creating a side clearance zone that extends for a distance of at least 1200mm in front of the door. All other external doors providing access into, or out from, the dwelling) should also provide at least 800mm clear opening width and door nibs to the leading edge. (Accessibility Level 2)</td>
</tr>
<tr>
<td>Access</td>
<td>An accessible threshold is required (i.e. level). (Accessibility Level 2)</td>
</tr>
<tr>
<td>Water supply</td>
<td>1 no. bib tap with hose union connection.</td>
</tr>
<tr>
<td>Service meters</td>
<td>Service meters to be placed in accessible location for reading purposes.</td>
</tr>
<tr>
<td>Car parking</td>
<td>Where private parking is provided within the curtilage of a dwelling, a standard parking bay should be capable of being widened to 3.3m. (Accessibility Level 2) Parking areas should be level or gently sloping. (Accessibility Level 2)</td>
</tr>
<tr>
<td>Accessibility</td>
<td>All outdoor spaces should provide a 1500mm clear turning circle, free of any door swing, and suitable for turning a wheelchair. The surface of any paved or other hard ground surface should be reasonably smooth, even and slip resistant under normal weather conditions. (Accessibility Level 2)</td>
</tr>
</tbody>
</table>
Where a private rear garden is provided, this should include a level patio area at least 2000mm deep and not less than 8m². (Accessibility Level 2)

**COMMUNAL SPACE (FLATS)**

<table>
<thead>
<tr>
<th>Light</th>
<th>Where dwellings accessed via an internal corridor the corridor should receive natural light.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ventilation</td>
<td>Where dwellings accessed via an internal corridor the corridor should receive adequate ventilation.</td>
</tr>
</tbody>
</table>
| Accessibility | The communal entrance should provide a level external landing area at least 1200mm wide x 1200mm deep and fully covered. (Accessibility Level 2)  
A 300mm nib should be provided to the leading edge of all communal doors and gates within the scope of this section; creating a side clearance zone that extends for a distance of at least 1200mm in front of the door. (Accessibility Level 2)  
A 1500mm clear turning circle should be provided inside the entrance area, in front of the entrance door when closed. (Accessibility Level 2) |
| Lifts | Lifts must be wheelchair accessible.  
The Council will aspire to provide lift access to flats situated above the first floor. This will be considered against practical and financial considerations (including the cost of installation, maintenance and tenants’ future service charges) together with the likely needs profile of future tenants. |
| Fire Protection | Adequate combined (ionisation and optical) mains operated with 10 – 15 year battery back up and test reset button. |

**UNACCEPTABLE MATERIALS AND PROCESSES**

<table>
<thead>
<tr>
<th>Material</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>High alumina cement in structural elements</td>
<td></td>
</tr>
<tr>
<td>Woodwool slabs in permanent formwork to concrete or in structural elements</td>
<td></td>
</tr>
<tr>
<td>Calcium chloride as a concrete additive</td>
<td></td>
</tr>
<tr>
<td>Sea dredged aggregates or aggregates for use in reinforced concrete which do not comply with the requirements of British Standard 882 (1983) and aggregates for use in concrete which do not comply with the relevant sections of British Standard 8110 (1985)</td>
<td></td>
</tr>
<tr>
<td>Calcium silicate bricks or tiles</td>
<td></td>
</tr>
<tr>
<td>Asbestos cement products; or asbestos in any other form including vermiculite containing asbestiform fibrous dust</td>
<td></td>
</tr>
<tr>
<td>Lead or any products containing lead for use in connection with drinking water</td>
<td></td>
</tr>
<tr>
<td>Materials which are generally composed of mineral fibres either man made or naturally occurring which have a diameter of 3 microns or less and a length of 200 microns or less or which contain any fibres not scaled or otherwise stabilised to ensure that fibre migration is prevented</td>
<td></td>
</tr>
<tr>
<td>Urea formaldehyde forma and cellulose fibre</td>
<td></td>
</tr>
<tr>
<td>Plastics for water storage and delivery the release toxic materials</td>
<td></td>
</tr>
<tr>
<td>Materials containing vinyl chloride unless risk form carcinogen is shown to be negligible</td>
<td></td>
</tr>
<tr>
<td>Vermiculite containing asbestiform fibrous dust</td>
<td></td>
</tr>
<tr>
<td>Cellulose fibre</td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td></td>
</tr>
<tr>
<td>Polyurethane foam or polyisocyanurate foam unless the risk is shown to be negligible</td>
<td></td>
</tr>
<tr>
<td>Plywood with glues, resins and surface treatments that produce irritant volatiles</td>
<td></td>
</tr>
<tr>
<td>Decorative finishes containing lead or asbestos</td>
<td></td>
</tr>
<tr>
<td>Materials containing chlorofluorocarbons (CFCs)</td>
<td></td>
</tr>
<tr>
<td>Paints and wood preservatives containing pentachlorophenols (PCPs) tributyl tin oxide (TBTO) or Lindane</td>
<td></td>
</tr>
<tr>
<td>Tropical hardwoods unless from a demonstrable replenishable or sustainable source</td>
<td></td>
</tr>
<tr>
<td>Perforated bricks in manholes</td>
<td></td>
</tr>
<tr>
<td>Peat unless from a known source other than an SSSI or Eire</td>
<td></td>
</tr>
<tr>
<td>Any treatment of materials either before or after installation which give rise to toxic or hazardous emissions or particles</td>
<td></td>
</tr>
<tr>
<td>Other substances generally known at the time of use to be deleterious to health and safety or to the durability of the works in the particular circumstances they are used.</td>
<td></td>
</tr>
</tbody>
</table>
Introduction

Waverley is committed to ensuring all residents are able to live independently at home for as long as possible. Aids and adaptations can play an important role in this aim and improve the health and wellbeing of residents.

The aids and adaptations policy sets a framework for aids and adaptations to all residents in the borough.

Objectives

- To ensure all residents have access to accommodation that enables independent living, privacy and dignity for the individual and their families, by adapting their current home or facilitating a move to more a suitable home.
- To provide a service that seeks to meet the needs of the older or disabled persons through consultation with them
- To ensure the adaptation improves the way in which the individual can live independently
- To deliver a service that offers a cost effective solution and that provides value for money

Minor Adaptations

The Council will provide simple adaptations for disabled residents. Minor adaptations are non structural alterations or additions to a home between £1,500 and £5,000 eg grab rails, bathroom equipment.

The applicant may state what aids and adaptations they request. An Occupational Therapist’s advice will be sort, where necessary, to determine if the work is required.

At the outset a timescale for commencement and completion of the work will be agreed with the resident.

The funding for minor adaptations will depend on tenure:

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner Occupiers</td>
<td>Adult Social Care or owner</td>
</tr>
<tr>
<td>Private Rented Tenants</td>
<td>Adult Social Care or landlord</td>
</tr>
<tr>
<td>Housing Association Tenants</td>
<td>Housing Association landlord</td>
</tr>
<tr>
<td>Council tenants</td>
<td>Council landlord</td>
</tr>
</tbody>
</table>

Minor adaptions carried out in a Council home will belong to and be maintained by the Council. Minor adaptions in private sector homes will belong to the individual and be must maintained by them.
Removable aids and adaptations will be recycled where possible to ensure value for money.

**Major Adaptations**

The Council will provide funding for major adaptations for eligible applicants for eligible adaptations. Major adaptations involve extensive alterations eg level access showers, internal and external ramps. The Council will consider works between £5,000 and £30,000 (equivalent to the DFG threshold).

Approval to carry out works depends upon the following criteria:

- a review with the individual to assess long term needs and suitability of home
- an Occupational Therapist’s assessment and clear recommendations that the work is necessary to enable independent living
- the proposed works are reasonable and practicable given the type, age and condition of the property
- the proposed works meet all planning and building regulations
- the individual meets the Disabled Facilities Grant financial means test (if over the age of 18 – no means test will be applied for adaptations required for children)

Major adaptations carried out in the private sector or with tenants own resources will belong to them and they will be responsible for the management and maintenance of the adaptation.

Where an adaptation to a private sector home increases the value of the property (eg an extension) the Council will apply a condition to the Disabled Facilities Grant for repayment of works over £5,000 within a ten year period. The maximum repayment is £10,000.

The Council will maintain a record of adapted Council and housing association homes to ensure when these homes are relet in the future they will be clearly advertised and made available to disabled households.

**Exclusions**

Major adaptations will not be carried out if the individual has a Right to Buy or Housing Needs Application with the Council.

To make best use of Council homes major adaptations will not be carried out in family sized homes if the tenant under occupies the property. Alternative suitable accommodation will be sought and assistance given through the Under occupation scheme.

In exceptional circumstances the Council may consider works in excess of £30,000 where all other long term options have been considered, other funding options been investigated and there are internal funds available. The Head of Housing Operations in agreement with Operational Director can authorise additional works for council tenants. For private residents further funding may be available through social services or charities if the work exceeds the DFG threshold.
Aids and Adaptations - Service Standards

To help you live independently we will:

- Provide advice about our services at the first point of contact.
- Work with you to review long term options to enable independent living.
- Provide a named contact who will give practical help and advice to you before, during and after the works have been completed.
- Make a decision about your minor adaptation request within 10 working days of your first contact with us.
- Complete agreed minor adaptations within 30 working days of appointment.
- Make a decision about major works within 28 days of receiving an Occupational Therapist’s recommendation.
- Complete all major works funded by Waverley within 3 months of confirming approval to the work.
- Visit all major adaptation work on completion to check that you are satisfied with the work provided.
- Monitor satisfaction with the service against a target of 95%.

Example Types of Aids and Adaptations

**Minor Works**

**Rails:**
- Grab rails
- Banister rails
- Handrails for steps

**Doors and Windows:**
- Provide and fit doors
- Widen doors ways
- Improve thresholds
- Replace door glass with Perspex or similar
- Alter doorsteps
- Provide and fit door entry equipment
- Provide and fit temporary ramp

**Plumbing:**
- Provide and fit lever taps
- Extensions to heating systems
- Showers over bath (mixer taps)

**Electrics**
- Provide and fit smoke detectors
- Extend pull cord switches
- Lower light switches
- Raise power points
- Provide and fit external sockets
Kitchens and bathrooms:
- Minor alternations to units and sinks
- Bath lifts

Miscellaneous:
- Provide and fit key safe

**Major Works**
- Stair lifts
- Level access shower
- External and internal ramps

(NB this list is not exhaustive)

**Related Policy documents**
Home Improvement Policy
Allocation Policy
Under occupation Policy

**Legal and Regulatory Framework**
The Equality Act 2012 defines who should be considered as disabled and to give due regard to take account of disabled persons disabilities even if this means treating disabled people more favourably.

The Disabled Facilities Grant is governed by the Housing Grants Construction and Regeneration Act 1996.

Date Drafted: January 2014
Date Approved: 
Review date: 12 months from approval
Title:

REVIEW OF HOUSING SERVICES – EMBEDDING A STRUCTURE THAT DELIVERS A HIGH QUALITY CUSTOMER-FOCUSED HOUSING SERVICE

[Portfolio Holder: Cllr Carole King and Cllr Keith Webster]
[Wards Affected: All]

Note Pursuant to Section 100B(5) of the Local Government Act 1972

Annexes to this report contain exempt information by virtue of which the public is likely to be excluded during the item to which the report relates as specified in paragraph 1 of the revised Part 1 of Schedule 12A to the Local Government Act 1972, namely:

1. Information relating to any individual.

Summary and purpose:

This report details the proposed arrangements for the Housing Service, which have been developed as a result of reviewing the Housing service structure agreed in July 2012 in the light of experience. The report includes the process for formally consulting with staff about changes in the structure.

The proposals will be considered by the Executive on 1 April 2014. The Corporate Overview & Scrutiny Committee is invited comment on the proposed arrangements, and endorse the recommendations to the Executive.

How this report relates to the Council’s Corporate Priorities

Affordable Housing is a key priority in the Council’s Corporate Plan reflecting both the scale of opportunity available and its central role in improving the quality of life of local people, including some of the most vulnerable within the local community. The proposed changes aspire to provide a first class service to Waverley tenants and residents.

Equality and Diversity Implications:

The Council is committed to meeting the needs of all of its tenants and service users. The equalities implications arising from these arrangements are being assessed throughout the process through an Equality Impact Assessment and action will be taken in response to any issues identified. The Equality Impact Assessment will form an integral part of the decision-making process on the final proposed structure and will draw on the feedback from staff, tenant representatives and feedback from Overview and Scrutiny.
Legal Implications:

The restructure process and these proposals comply with employment law and have been prepared in accordance with the Council’s restructuring and redeployment policies.

Financial Implications:

The draft 2014-15 budget includes a provision for this restructure of £140,000 and a provision of over £700,000 for staffing costs in the draft capital budgets. Any anticipated additional costs of the changes in staffing following the consultation will be reported through the budget monitoring process during 2014-15 with the Business Plan revised as appropriate.

1. Background

1.1 A new structure for Housing was approved in July 2012 and the new service was launched in September 2012. Over the last twelve months the structure has been regularly reviewed and improvements agreed by Executive. Some of the improvements relate to new posts agreed on a temporary basis pending the next formal review. This report consolidates the agreed changes, seeks to make the temporary posts permanent and building on this, makes further recommendations on the development of the Housing Service. The proposed revised structure (Annexe 1) reflects the significant increase in scale of investment and enables the delivery of the Council’s service plan priorities.

2. Reason for reviewing the current arrangements

2.1 Housing Services in Waverley among the very best in the country

The Council expects Waverley’s Housing Service, like all Council services, to be among the very best in the country. A service that provides accessible and highly responsive customer-focused services, represents excellent value to local people and delivers the priorities set out in the Housing Service Plan. Affordable Housing is a key priority in the Council’s Corporate Plan.

2.2 Responding to new legislation and other external drivers

The Service also needs to respond to significant national drivers for change including a raft of new legislation in terms of tackling anti-social behaviour and tenancy fraud, the introduction of Flexible Tenancies, changes to Right to Buy legislation, Welfare Reform, and the wider Localism agenda, all of which will impact upon Waverley’s Housing Service.

2.3 The opportunity of once in a generation investment in Council homes

Historically Waverley’s Housing Service has lacked resources to invest in the Council’s housing stock. In 2012, the Council agreed a 30-year investment strategy to ensure that all homes meet the Decent Homes Standard by 2014 and that surpluses are invested in new affordable housing and in improving the quality of the existing housing stock. This is a huge opportunity for the Council and one that needs to be led and underpinned by a clear and strong staffing structure. The
increase in investment requires improved financial and quality controls to ensure that value for money is achieved.

2.4 Developing more integrated solutions in partnership with others

The Housing Service has been seeking to do more for those people in greatest need and take a fresh look at how the service can respond better to those groups that draw a disproportionate level of resources from the Council and other public service providers – such as those families with multiple and complex needs. This will involve working much more closely with other service providers in a spirit of partnership, sharing knowledge and expertise and finding ways to better co-ordinate and integrate the Council’s approach.

There is also a need to increase the understanding of Waverley’s customers, through tenant involvement, participation and scrutiny and maximise the opportunities for the co-design of local services.

2.5 Providing a first class service to Waverley’s tenants and residents

To ensure that Waverley’s Housing Services is not just “fit for purpose”, but aspires to provide a first class responsive service to Council tenants and residents it is necessary to reconsider how best to provide these services including the organisational structure and posts the Council needs to deliver this.

2.6 Building new homes

The availability of funding has enabled the Council to establish an ambitious Housing Development Programme to deliver 30 new affordable homes per year, that are energy efficient and designed to modern standards, in places where people want to live and will contribute towards meeting the high level of housing need in the borough.

To deliver this ambitious programme, the Council needs to expand and strengthen the Development Team.

3. Principles of the proposed arrangements

3.1 A stronger and more effective Housing Service in Waverley needs to be underpinned by a much clearer understanding of the needs and aspirations of the council’s customers.

3.2 This greater focus on understanding the Council’s customers needs to be embedded in the work of each of the teams and will be used to drive further improvements in the design and delivery of the Council’s services. For customer facing teams, this will mean more time out on the estates meeting with customers.

3.3 The Council needs to be confident that its Housing Services is striving for the highest standards of performance, benchmarking with the best providers and responding quickly to any signs that performance may not be meeting expectations. To help with this, all customer facing services will be expected to strengthen their performance management. This will include preparing either weekly or monthly
performance reports setting out progress in terms of the key measures of success relevant to that service.

3.4 Local service teams need to better anticipate, not just react, to external challenges impacting on our services. A more forward looking and proactive service will help give more time to prepare well for these challenges, as well as scope to position the Council to make the most of new opportunities.

3.5 The Council's Housing service will strengthen individual accountability and empowerment, enabling every member of staff to feel able to make a positive difference in their area and to feel proud about the contribution they have made. The Housing Service will seek to make it easier for customers to make contact and easier for them to hold the Council to account for the actions staff take on their behalf.

3.6 The Council will invest more in the professional development of the Council's staff and teams, ensuring that our people have the skills they need to deliver an excellent service. This will include core skills relevant to all teams such as customer service skills.

3.7 The Council will continue to work in partnership with other agencies and sectors to ensure that the Council’s services meet the needs of our tenants and service users, share expertise and look for opportunities to deliver a more integrated and streamlined approach to service delivery.

3.8 The Council will strengthen our approach to contract management, developing a partnership ethos, clear expectations and robust performance management.

3.9 The Council will strengthen the contribution that the Housing Service makes to the development of the Council as a whole, taking a more active role in corporate groups and initiatives. The Council will also find more ways to celebrate our success, recognising exceptional performance and regularly testing ourselves and the Council’s services with the very best in the sector.

4. Services based around geographic areas

4.1 A fundamental step change in July 2012 was to make the Housing Service more accessible and accountable to its customers through core services being delivered on a “patch” (geographic area) basis and this has worked well.

4.2 It is proposed to update these arrangements for each “patch”, having an Inspector (rather than a surveyor), a Tenancy and Estates Officer and a Rent Officer.

4.3 The patched based customer facing teams are organised as follows:

```
Repairs Manager
  Inspectors x5
  Void Technical Officer
Rent Manager
  Rent Officer x5
Tenancy & Estates Manager
  Tenancy & Estates Officer x5
```

A full staff structure for each team is set out in Annexe 1.
4.4 The geographic areas have been slightly amended to even out the workload and this is attached at Annexe 2.

5. Proposals for individual teams

5.1 Property Services

5.1.1 The proposed arrangements clarify the roles and responsibilities for the delivery of the various revenue and capital projects/contracts and incorporates the temporary posts agreed over the last year. The Property Services Teams will be managed by the Property Services Manager.

5.1.2 The Responsive Repairs Service will include the Customer Services Team, Repairs Manager, Inspectors and Voids Technical Officer and be key points of contact for customers on all property issues on the telephone or out and about on our estates respectively. The Customer Service Team will provide support for all of the Property Services Teams.

5.1.3 The Planned Works Team will be responsible for delivering the Decent Homes Programme and cyclical works

5.1.4 The Compliance Team will ensure health and safety is effectively delivered. It’s establishment is partially in response to the HSE Improvement Notice served on the Council in relation to the Council’s management of asbestos.

5.1.5 The Asset Management Team will develop a five year asset management strategy and annual programme of works. Moreover the Team will be responsible for overall budget monitoring and control and to develop expenditure management processes to ensure value for money is delivered for each works programme

5.1.6 The Strategic Projects Team will primarily deliver the projects funded from the Stock Improvement reserve such as Rolston House refurbishment. They will also work closely with the Development Team to deliver projects funded from both the New Build and Stock Improvement reserves such the Ockford Ridge regeneration project.

5.1.7 The Development Team will deliver the New Homes programme and work with the Strategic Projects Team as described above. This team will be managed by the Head of Strategic Housing and Delivery.

5.1.8 The key roles of the Property Services Manager and the Heads of Service are to ensure the effective coordination of the teams.

5.2 Tenancy and Estates Team

5.2.1 To move towards the provision of first class customer services the Tenancy and Estates Team needs to build on the progress made in the last year of being more proactive. To enable the Team to spend more time delivering services on their “patch” it is proposed that greater and more structured administrative support is provided by establishing coordinator roles within the team. The administration staff will also provide support to other landlord services Teams.
5.2.2 Two Intervention Officer posts are being established to deal with tenants with complex needs to avoid the Tenancy and Estates Officers becoming too involved in a small number of cases and preventing them providing the wider service including annual tenancy checks.

5.3 Service Development Team

5.3.1 Due to the greater allocation of resources to the management of the front line services over the last year it is envisaged the workload of this Team will focus on performance monitoring and reviewing and updating policies and procedures to ensure the delivery of a first class customer-focused service. It is proposed to delete one of the two Service Development Officer/Special Projects Officer posts (See para 7. below ) and rename the team as Service Improvement Team to more accurately reflect their role.

5.4 Other Housing Teams

5.4.1 Under these proposals there is no change to the Sheltered Housing Service, the Rents Team, Resident Involvement, Leasehold Management, the Families Team, Private Sector Team or the Housing Options Team. It is proposed to review these teams over the next two years.

6. Posts at Risk

6.1 The proposal is to delete 1 Service Development Officer post or 1 Special Projects Officer. This may result in a potential redundancy. The details are included in Exempt Annexes 1 and 2.

7. Summary of Changes

7.1 The main changes to the establishment are summarised below:

<table>
<thead>
<tr>
<th>Original Posts (Established)</th>
<th>Proposed Posts established</th>
<th>New Permanent Posts including consolidation of temporary posts in to the establishment</th>
<th>Posts deleted from establishment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original Posts (Established)</td>
<td>96</td>
<td>15</td>
<td>-2</td>
<td>96</td>
</tr>
<tr>
<td>New Temporary Posts (agreed by Executive for 2013/14 - pending this review)</td>
<td>10</td>
<td>15</td>
<td></td>
<td>106</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Posts deleted from establishment</td>
<td></td>
<td>109</td>
</tr>
</tbody>
</table>

This net increase in posts will provide the capacity required to deliver the 30-year Business Plan and the extensive capital programme. Given that a number of the
temporary posts are being provided on an agency basis, it will be significantly more
cost effective to employee these skills directly.

Staff Costs 2013/14 estimated outturn

<table>
<thead>
<tr>
<th>Posts to be appointed during 2013-14</th>
<th>Salary Cost (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>96 Establishment</td>
<td>3,237,870</td>
</tr>
<tr>
<td>10 Posts</td>
<td>349,800</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,587,670</strong></td>
</tr>
</tbody>
</table>

Staff Budget 2014-15 (excludes annual increments)

<table>
<thead>
<tr>
<th>Posts to be added</th>
<th>Salary Cost (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>96 Establishment</td>
<td>3,261,630</td>
</tr>
<tr>
<td>8 Consolidated Temporary Posts</td>
<td>282,470</td>
</tr>
<tr>
<td>7 New Posts</td>
<td>188,750</td>
</tr>
<tr>
<td>2 Deleted Posts</td>
<td>-64,070</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,668,780</strong></td>
</tr>
</tbody>
</table>

Additional cost over 2013-14 estimated outturn 81,110

Cost increase compared to original 13-14 budget:

- Establishment Growth 407,160
- Of which
  - Capital 236,980
  - Revenue 170,180

Detailed Staffing Changes

Posts to be deleted

1 Service Development Officer HA04
1 Special Projects Officer HA11

Permanent posts to be added to the establishment

1 Project Co-ordinator
1 Project Co-ordinator Ockford Ridge
1 Development Officer
1 Team Support Administrator
3 Inspectors
1 Clerk of Works
1 Technical Administrator
1 Surveyor (Compliance)
1 Database Support
1 Quantity Surveyor
1 Surveyor (Strategic Projects)
1 Intervention Officer
1 Co-ordinator
8. **Consultation with staff**

8.1 The timetable for consultation with staff is set out in Annexe 3. Consultation with staff started with a presentation at the monthly housing staff briefing on 19 December 2013, followed by team meetings and individual 1-2-1s to discuss the arrangements in more detail.

8.2 Generally the support for the revised Housing Service has been positively received. Two changes have been made as a result of the consultation process:
- A revision has been made to the Responsive Repairs Service to retain the post of Void Technical Officer to ensure the effective void management during a period of change and contribute towards achieving successful outcomes through Project 20.
- Although the roles of Co-ordinator are managed within the Tenancy & Estates Team, they will provide support to other Landlord Services Teams.

8.3 Formal consultation with staff ended on 21 January 2014. Final arrangements will be published on approval by Executive and Council.

9. **Equality Impact Assessment**

9.1 The Council is committed to meeting the needs of all of its tenants and service users. The proposals contained in this paper are seeking to improve the quality of services by providing a more responsive customer focused service and ensuring that the service is better able to configure its offer around individual needs. For example, the creation of the Waverley Families Team enabled the Council to develop a multi agency service offer for families with complex needs that is determined by the particular circumstances of each family.

9.2 There will also be an opportunity to improve equalities practice through stronger customer insight and performance management. This will help the Housing Service better understand the current and future needs of its tenants and service users including those that are most vulnerable. It will also make it easier for the Council to set targets for improving access and outcomes for key protected and vulnerable groups.

9.3 The equalities implications from this restructure will be assessed at each stage in the process through the development of an Equality Impact Assessment and action will be taken in response to any issues identified. The Equality Impact Assessment will form an integral part of the decision making process on the final structure.

---

**Redesignated Posts**

<table>
<thead>
<tr>
<th>Code</th>
<th>Role</th>
<th>New Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>H003</td>
<td>1 Database Administrator</td>
<td>→ 1 Programme Planner</td>
</tr>
<tr>
<td>HF16</td>
<td>1 Health &amp; Safety Officer</td>
<td>→ 1 Compliance Manager</td>
</tr>
<tr>
<td>HH22</td>
<td>1 Community Housing Officer</td>
<td>→ 1 Intervention Officer</td>
</tr>
<tr>
<td>H103</td>
<td>1 Team Administrator</td>
<td>→ 1 Co-ordinator</td>
</tr>
<tr>
<td>H005</td>
<td>1 Team Administrator</td>
<td>→ 1 Co-ordinator</td>
</tr>
<tr>
<td>HA05b</td>
<td>1 Team Administrator</td>
<td>→ 1 Co-ordinator</td>
</tr>
<tr>
<td>HF05</td>
<td>1 Surveyor</td>
<td>→ 1 Senior Project Co-ordinator</td>
</tr>
</tbody>
</table>
9.4 At this early stage in the process, a particular focus is being given to ensuring that there are a range of opportunities for all staff to have their questions answered and to provide feedback on the proposals.

**Recommendation**

The Corporate Overview & Scrutiny Committee is invited to comment on the proposed arrangements, and to endorse the recommendations to the Executive, that

1. The proposals set out in the table at paragraph 7 are agreed.
2. The establishment be changed to reflect the above proposals.
3. The new structure takes effect from 1 May 2014.
4. The redundancy of postholder HA04 or HA11 be agreed at a cost shown in the Exempt Annexes 4 and 5. However, redeployment will be the Council's preferred option if at all possible.

**Background Papers**

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

**CONTACT OFFICER:**

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**Telephone:** 01483 523361/523096  
**E-mail:** hugh.wagstaff@waverley.gov.uk  
   jane.abraham@waverley.gov.uk
ANNEXE 1

Staff Structure (Existing and Proposed)

Existing Property Services Team

- Property Services Manager (vacant)
  - Senior Surveyor (vacant)
  - Surveyors x3
  - Temporary Surveyors x3
  - Clerk of Works (temps x 2)
  - Customer Services Manager
  - Deputy Customer Services Manager
  - Customer Services Team x4
  - Contracts Manager
  - Inspectors x2
  - Voids Officer
  - Strategic Unit Officer
  - Asset Management & Information Manager
  - Stock Condition Surveyor (trainee) (vacant)
  - Database Administrator
  - Admin Assistant
  - Customer Services Manager
  - Inspectors x2
  - Deputy Customer Services Manager
  - Customer Services Team x4
  - Contracts Manager
  - Inspectors x2
  - Voids Officer
  - Strategic Unit Officer

Proposed Property Services Team

- Property Services Manager
  - Responsive Repairs Team
  - Planned Works Team
  - Compliance Team
  - Asset Management
  - Strategic Projects
  - Development Team
  - Repairs Manager
  - Senior Surveyor
  - Compliance Manager
  - Asset Manager
  - Senior Project Co-ordinator
  - Project Co-ordinator
  - Surveyor
  - Programme Planner
  - Team Support Administrator
  - Database Support
  - Quantity Surveyor
  - Strategic Unit Officer
  - Surveyor
  - Clerk of Works
  - Surveyor
  - Surveyor
  - Customer Services Team Leader
  - CS Deputy Team Leader
  - CS Advisors x 4
  - Voids Officer
  - Strategic Unit Officer
  - Asset Manager
  - Senior Project Co-ordinator
  - Development Officer x 2
  - Development Officer (Ockford Ridge)
  - Team Support Administrator
## Timetable for consultation

<table>
<thead>
<tr>
<th>Action</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft proposals published</td>
<td>19 December</td>
</tr>
<tr>
<td>All staff briefing</td>
<td>19 December</td>
</tr>
<tr>
<td>Start of formal consultation with staff</td>
<td>19 December</td>
</tr>
<tr>
<td>Staff briefings, team meetings, one to ones etc</td>
<td>19 December – 21 January 2014</td>
</tr>
<tr>
<td>End of formal consultation with staff</td>
<td>21 January 2014</td>
</tr>
<tr>
<td>Consideration by Overview &amp; Scrutiny</td>
<td>17 March 2014</td>
</tr>
<tr>
<td>Consideration by Executive</td>
<td>1 April 2014</td>
</tr>
<tr>
<td>Consideration by Council</td>
<td>15 April 2014</td>
</tr>
<tr>
<td>Final proposals published</td>
<td>16 April 2014</td>
</tr>
<tr>
<td>Implementation of new structure</td>
<td>1 May 2014</td>
</tr>
</tbody>
</table>
OCKFORD RIDGE: LOCAL LETTINGS PLAN

[Portfolio Holder for Housing Operations: Cllr Carole King]  
[Wards Affected: Godalming Ockford & Central]

Summary and purpose:

This report presents the draft local lettings plan for Ockford Ridge. Establishing a local lettings plan will help to ensure that a balanced and sustainable community is maintained and that tenants affected by the redevelopment and refurbishment plans know how the new homes will be allocated.

How this report relates to the Council’s Corporate Priorities:

This report relates to the Council’s Corporate priority of providing more affordable housing in the Borough for local people in housing need, understanding residents needs and contributing towards the health and wellbeing of local communities.

Financial Implications:

There are no direct funding implications on the Council from the implementation of this local lettings plan, but the proposal may impact on individual tenants who are receipt of benefit and choose to move to accommodation that is one bedroom larger than their assessed need.

Legal Implications:

The departure from the Council’s standard allocation scheme is appropriate in the case of the Ockford Ridge redevelopment project, on the basis that existing tenants are not choosing to give up their tenancies. It is entirely reasonable that tenants are not required to join the Housing Register where the Council itself is asking them to move home while the redevelopment takes place.

Background

1. The Council has embarked on an ambitious investment programme at Ockford Ridge. To ensure that a balanced and sustainable community is maintained and that tenants affected by the redevelopment and refurbishment plans know how the new homes will be allocated, a local lettings plan has been prepared.
2. The local lettings plan has been drafted in collaboration with colleagues in the Housing Needs and Tenancy & Estates Teams, and consultation has taken place with Ward Councillors, local residents and the Community Consultative Group.

3. The local lettings plan differs from the Council's approved allocation scheme in the following ways:

- Tenants at Ockford Ridge will not be required to join the Housing Register if they wish to remain on the estate. The housing needs of each household will be assessed during home visits prior to moving and enable the Council to take into account individual circumstances in allocating a new home.

- The bedroom size criteria set out in the local lettings plan are more generous than the Council's allocation scheme. Many tenants currently under occupy their homes at Ockford Ridge and it was clear from the initial consultation that they were reluctant to move to much smaller accommodation. However, the introduction of the under-occupation charge for working-age households in receipt of Housing Benefit means that there is a financial disincentive for moving to a property larger than their needs. Advice will be provided to all tenants to ensure they consider affordability in making their housing choices.

4. Following feedback from the Corporate Overview & Scrutiny Committee, the local lettings plan will be presented to Executive and Full Council for approval.

Consultation

5. The following consultation has been carried out:

- An outline of the local lettings plan principles were included in the newsletter sent to Ward Members and all households at Ockford Ridge in October 2013, and readers were asked to send in their comments.
- Discussed with the Community Consultative Group in October 2013.
- Discussed with tenants at consultation events at Green Oak School on 6 and 11 November 2013, and at home visits with all tenants affected by the re-development.

Conclusion

The local lettings plan for Ockford Ridge will help to maintain a balanced and sustainable community and make it clear to local residents how the new properties will be allocated.

Recommendation

The Corporate Overview & Scrutiny Committee is invited to comment on the Local Lettings Plan for Ockford Ridge, and endorse its adoption by the Executive.

CONTACT OFFICER:

Name: Jane Abraham
Telephone: 01483 523096
E-mail: jane.abraham@waverley.gov.uk
Local Lettings Plan for Ockford Ridge

Purpose

The purpose of establishing a local lettings plan for Ockford Ridge is to ensure that a balanced and sustainable community is maintained and that tenants who are affected by the redevelopment plans know how the new homes will be allocated.

Waverley’s allocation scheme allows for local lettings plans ‘on a new housing development or a modernisation or refurbishment scheme, if it is considered that the usual advertising of such vacancies will not achieve a balanced and sustainable community’.

This local lettings plan has been agreed in partnership with Waverley Borough Council, ward Councillors, local residents and the Ockford Ridge Community Consultative Group.

Principles

When tenants will need to join the Housing Register

1. All council tenants within the redevelopment areas who wish to move to a new build home on the estate will be moved directly by the Council. They will not be required to join the Housing Register.

2. All council tenants within the redevelopment areas who wish to move away from the estate will be required to join the Waverley Housing Register, subject to the usual verification checks, and bid for another home through Waverley Homechoice.

3. If a tenant wishing to move away is not currently in housing need (e.g. under occupying, overcrowded, significant medical factors) they may not qualify to join the Housing Register until planning permission is granted for the new development, which means that they will have to wait until this time before they can join.

4. When planning permission has been granted, tenants affected by the next phase of the development will be moved into a higher band on the Housing Register to increase the opportunity to bid successfully for a property in an area of their choice. This band increase will take place on a phase by phase basis.

5. Tenants who are not sure initially whether they wish to stay on Ockford Ridge or move away are advised to join the Housing Register when planning permission is granted. This will not prevent them from choosing to stay on the estate but will keep their options open if they decide to move elsewhere.

Assessment of housing need

6. All council tenants affected by the new development who wish to remain at Ockford Ridge will have their housing needs and requirements assessed by the Council to take into account any special requirements e.g. disabled adaptations. The assessment will
take account of the composition of the household as it exists at the start of the consultation process.

7. Six months before the demolition of the phase they are part of is due to take place, all tenants will visited by the Council to confirm their housing choices. This is when tenants will be asked to make the final decision about whether they wish to remain at Ockford Ridge permanently or move elsewhere.

8. Where there are separate households living within one property, only one new tenancy will be granted to replace one existing tenancy.

**The size of home a tenant will be expected to move to**

9. Where tenants are currently under occupying their home and wish to move to a new build home, they will be offered the following choices:

<table>
<thead>
<tr>
<th>Current number of bedrooms</th>
<th>Bedrooms needed under Waverley’s allocation scheme</th>
<th>Actual choices</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
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</tr>
<tr>
<td>2</td>
<td>1</td>
<td>1 or 2 bedrooms</td>
</tr>
</tbody>
</table>

10. The changes introduced by welfare reform mean that tenants under pensionable age who rely on Housing Benefit to help with their rent are only entitled to Housing Benefit for the number of bedrooms they need. Tenants moving to accommodation that is larger than they need will be expected to confirm that they understand that they will have to pay the shortfall in their rent from their remaining income. The Council strongly recommend that tenants understand the financial impact on their household of choosing accommodation that is larger than they need and ensure that they can afford to pay their housing costs. The Council will provide to support to tenants in making their choices.

11. Where properties are identified for refurbishment, existing council tenants will be able to continue to occupy their existing home, if that is their choice. However, if they would like to move to a new build home that better meets their housing needs (in line with the bedroom sizes set out above), the Council will seek to find a suitable property as part of the redevelopment programme.

12. Where under occupiers wish to move away from Ockford Ridge, they will need to join the Housing Register and will only be eligible for housing which meets their housing need, as assessed under the bedroom requirements of the Council’s allocation scheme. They will not be able to bid for accommodation that is larger than they need.

**Allocation of the new homes**

13. The Council will identify tenants for new build homes at Ockford Ridge by direct matching, based on information on household composition, housing need, time in current property and preference for particular location, collected by Waverley staff during home visits. The first priority will go to tenants with the most housing need; second priority will be by length of time in their current property.
14. All new properties that are not required for tenants living in the redevelopment areas will be available for tenants living in the areas identified for refurbishment.

15. All new properties that are not required by Ockford Ridge tenants will be advertised through Waverley Homechoice.

Temporary accommodation

16. It is intended that tenants in the early phases of the redevelopment are offered temporary accommodation in a comparable property at Ockford Ridge while the building works take place. Wherever possible, in later phases, it is hoped that tenants can move directly into a permanent new home constructed in an earlier phase.

17. Where temporary accommodation is required, it will be at Ockford Ridge.

18. Where tenants are required to move into temporary accommodation, the Council will pay a disturbance payment for the move to a temporary home and another disturbance payment for the move to a permanent home.

Other issues

19. Wherever possible the Council will take into account requests to move close to existing neighbours or family members if they are in the same phase of the development.

20. Tenants living in the redevelopment areas who are required to move will receive a statutory Home Loss payment, currently set at £4,700, in addition to a disturbance payment to cover the costs of moving.
Ockford Ridge Local Lettings Plan: Summary

It is recommended that the following principles should apply to the Ockford Ridge lettings plan:

- Tenants living in the redevelopment areas who want to stay at Ockford Ridge will not expected to join the Housing Register, but will be directly matched to a new property based on their household circumstances.

- Tenants living in redevelopment areas who want to move away from Ockford Ridge will be expected to join the Housing Register, after planning permission has been granted, to enable them to bid for another home in an areas of their choice.

- Tenants living in the areas identified for refurbishment will have an opportunity to bid for new homes that are not required by tenants living in the redevelopment areas, before being advertised on Waverley Homechoice.

- Tenants who are currently under occupying their homes will be able to move to a new home that is one bedroom bigger than their need, taking into account the impact of affordability when making this choice. If a household has a 1 bedroom need and currently lives in a 2 or 3 bedroom home, they will be able to move to a 2 bedroom home.

- Tenants who are under occupying their homes and want to another area will not be able to move to a bid for accommodation that is larger than they need.

- Where there are separate households currently living within one property, only one new secure tenancy will be granted to replace one existing secure tenancy.

- Wherever possible, tenants will only need to make one move directly to a permanent home, particularly in the later phases, but where temporary accommodation is offered, it should be at Ockford Ridge.

- Wherever possible, the Council will take into account requests to move close to existing neighbours or family members if they are in the same phase of the development.
Title:

HOUSING MANAGEMENT AND MAINTENANCE PROCESS IMPROVEMENT PROJECT

[Portfolio Holder: Cllr Carole King]
[Wards Affected: all]

Summary and purpose:

To inform the Committee of the proposal to undertake a comprehensive review of the Housing Management and Maintenance processes. The review will result in more efficient processes, improved customer service and increased satisfaction with the services provided.

How this report relates to the Council's Corporate Priorities:

This report relates to the Council’s Corporate Priorities of Understanding Residents’ Needs and Value for Money.

Financial Implications:

Project costs will be met within existing budgets. Formal approval will be sought for procurement arrangements.

Legal Implications:

The Council has commenced a tendering process in accordance with its internal Contract Procedure Rules, and the value of the contract does not exceed the threshold of £172,514 above which an EU-wide procurement.

Introduction

1. Waverley provides a wide range of housing management and maintenance services to its tenants and leaseholders and is continually seeking to improve.

2. Waverley is continuing to face the challenges of providing a good quality housing service, continuously improve it and demonstrating that it delivers value for money. To ensure that the Housing Service can meet these challenges, the housing processes need to be reviewed and enhanced to make them more efficient and effective, and the Orchard IT system needs to be re-aligned to support delivery of the new processes.

3. The 2012 Survey of Tenants and Residents (STAR) indicated the levels of satisfaction and dissatisfaction with the housing service.
<table>
<thead>
<tr>
<th>Satisfied</th>
<th>Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>overall satisfaction with the services provided</td>
<td>81%</td>
</tr>
<tr>
<td>satisfied with how enquiries dealt with</td>
<td>78%</td>
</tr>
<tr>
<td>satisfied with ability of staff to deal with query</td>
<td>78%</td>
</tr>
</tbody>
</table>

4. In addition to measuring overall satisfaction STAR also gathered feedback from tenants about key service areas and core services, the results of which make clear the areas of the Housing Service where Waverley is performing well, and the areas for improvement.

5. The STAR action plan identifies seven areas for improvement, proposed actions and measurable outcomes. The areas for improvement include:
   - increase younger tenants’ satisfaction with overall service
   - improve moving home advice
   - improve support to new or vulnerable tenants
   - increase satisfaction with repairs service for younger residents and those living in older properties
   - improve car parking and litter in neighbourhoods
   - increase satisfaction in way anti-social behaviour dealt with, and
   - increase older tenants access to internet.

6. In July 2013 the Housing Service undertook Project 20 (a project to improve the void process for normal relets) in response to poor performance and tenant complaints.

7. Project 20 piloted the methodology for the process review. The project aimed to:
   - reduce manual administration and automate onto Orchard system
   - re-design the process, systems and procedures to ensure they work efficiently together
   - clarify roles and responsibilities, and
   - provide training and a comprehensive manual

8. As a result of which the project would be able to:
   - improve level of service to tenants
   - reduce relet time and meet target 20 days
   - provide targeted and relevant resident communication

9. The pilot achieved the aims and has been particularly successful in the process and system redesign. Early indicators demonstrate an improvement in performance against targets and to tenants, and thus identifies a direction of travel to improve all housing management and maintenance processes and service delivery.

**Process Review**

10. The aim of the Housing Management and Maintenance Process Improvement Project is to review and improve current housing management and maintenance processes, maximise the use of Orchard to ensure the delivery of excellent housing
services and implement electronic links between Waverley and its maintenance contractors. (see Annexe One for list of process areas to be reviewed)

11. The Housing Management and Maintenance Process Improvement Project is scheduled to run for 18 months. The expertise required to support Waverley to make these improvements, particularly with regards to developing Orchard, does not exist in-house and so outsourcing was considered a viable option. The project will aim to maximise the level of staff engagement assisting in staff development to gain experience and skills in process redesign providing an opportunity for skills transfer. Thus overtime a greater proportion of this type of work could be conducted in-house.

12. Personnel have been provisionally matched to key roles in the project governance structure. An incremental approach will be taken in order to minimise the impact on business as usual. Once started the project will not progress to the next lot if a lot is not delivered, or if what is delivered does not meet the agreed outcomes.

13. Electronic links need to be developed between Waverley's and their maintenance contractors’ systems to reduce manual handling and duplication, and to give Waverley access to real-time cost and performance data, so that officers have the information they need to proactively monitor and manage these contracts, demonstrate value for money to take robust action to deal over claims and underperformance as required.

14. From a housing management perspective, the most important IT system upgrade that is required is one to support the process of issuing and monitoring the new tenancies. Without the necessary IT upgrade, it has not been possible for the Council to start using introductory and flexible tenancies and implementing the approved tenancy policy and procedure.

15. Developing and adopting new processes will reduce duplication and give clear guidance to assist officers dealing with enquiries and to ensure a consistent service delivery. In addition officer time will be freed to enable more time off site and the processes will be mindful of future mobile working initiatives.

Conclusion

16. The Housing Service must review its processes to ensure an improvement in service delivery and increase customer satisfaction. The STAR results indicated areas for improvement and a level of dissatisfaction with officers’ ability to deal with enquiries.

17. Project 20 piloted the methodology of process reviews and achieved its objectives.

18. The completion of this project and the successful implementation of the subsequent new ways of working will lead to good, value for money services being delivered across all of the Housing Service, which will be measurable by improved levels of tenant satisfaction.

19. The main risk of not completing this project is that Waverley’s Housing Service will continue with their current ways of working making it difficult to improve its services to residents, improve tenant satisfaction, and reduce costs.
20. The Executive will receive a Tendering and Procurement Report for the Housing Management and Maintenance Process Improvement Project in April.

**Recommendation**

The Corporate Overview & Scrutiny Committee is invited to consider the proposed approach to undertaking a Housing management and maintenance process review, and pass comments to the Executive if appropriate.

**Background Papers**

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

**CONTACT OFFICER:**

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Telephone: 01483 523453  
E-mail: annalisa.howson@waverley.gov.uk
## ANNEXE 1

### Housing Management and Maintenance Processes

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<td></td>
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<td></td>
<td></td>
<td>(iii)</td>
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<tr>
<td>2</td>
<td>Housing Management</td>
<td>(i)</td>
</tr>
<tr>
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<td>(ii)</td>
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<td>(iv)</td>
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<td>3</td>
<td>Leasehold Management</td>
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</table>
INTRODUCTION OF THE MOBILE HOMES ACT 2013

[Portfolio Holder for Strategic Housing: Cllr Keith Webster]
[Wards Affected: All]

Summary and purpose:

The purpose of this report is to outline the changes to licensing of caravan sites due to the introduction of the Mobile Homes Act 2013 and to propose a licensing policy to include the new enforcement provisions and the introduction of a charge for issuing licences.

How this report relates to the Council’s Corporate Priorities:

This report relates to the Council’s Corporate priority on the Environment and contributing towards the health and wellbeing of local communities.

Financial Implications:

The introduction of licence fees will generate income mainly due to the annual fee. However an annual fee may introduce a requirement for annual inspections and this may not be possible within existing staff resources. In this case the income generated from the annual fee could be used to cover the cost of an external contractor, perhaps shared with other local authorities. The provision for works in default and emergency action will have cost implications.

Risk Management Implications:

Many of the caravan sites in Waverley have operated for over 40 years without having to pay an annual fee to the Council. Site owners are permitted to pass on the licence fee to home owners in the first year. This legislation may affect our relations with site owners and there may be an unreasonable expectation from all parties on the service we will provide. This legislation also includes gypsy sites, of which there are many in Waverley. It may be difficult to obtain the fees from the site owners and then we will have to consider how we will enforce this legislation. The introduction of more frequent inspections of caravan sites may impact on our capacity to inspect Houses in Multiple Occupation, which should have higher priority due to their higher risk factor.

Legal Implications:

In addition to legal action in the event of non-payment of fees, we need to consider the legal implications of refusal to issue, transfer or vary site licences. There is a risk of
compensation claims if we are unable to justify our decision. There is a potential for more enforcement activity as a result of more frequent inspections.

**Equalities Implications:**

Some of the mobile home sites in Waverley are occupied by gypsies and travellers and this group are expected to be particularly affected by this legislation.

---

**Background:**

1. The requirement for and regulation of licensing of caravan sites is set out under the Caravan Sites and Control of Development Act 1960 (CSCDA). The Act prohibits the use of land as a caravan site without a site licence except in cases where an exemption applies under the first schedule.

2. Currently if the owner of a site applies for a licence and has the relevant planning permission, the local authority must issue a licence. The only circumstance in which it can refuse to do so is if the local authority has knowledge that the site owner has had a site licence revoked within the previous three years. This is the case for new site licences and the transfer of existing licences where the site ownership changes hands.

3. There is currently no opportunity for the local authority to charge a fee for any aspect of the caravan site licencing provisions. Inspections of sites are carried out on a risk basis or following a complaint.

4. Site licences are issued with conditions attached to cover such issues as: spacing between units, sheds, porches and other structures, fences and vegetation, fire fighting equipment, electricity and water supplies, drainage etc. Currently the only sanction for failure to comply with site licence conditions is through prosecution in the magistrate’s court.

5. On 26 March 2013, the Mobile Homes Bill gained Royal Assent and became the Mobile Homes Act 2013 and introduced amendments to the CSCDA 1960 and the Mobile Homes Act 1983.

6. The amendments to the Mobile Homes Act 1983 were in respect to site rules, pitch fees and removing the requirement for consent of the site owner to the sale or gift of a mobile home, most of which do not affect the Council’s work. However, with effect from 25 May 2014, existing site rules will cease and new site rules will need to be deposited with the local authority. Regulations may require the local authority to establish and publish a register of site rules in its area. We can charge a fee for the work involved in holding copies of site rules.

7. In Waverley, there are at least six mobile home sites affected by the charging policy, of which four are park home sites and two are traveller sites.

8. The following changes will take effect on 1 April 2014:

   - Licensing fees – we will be able to charge a fee for new licence applications and transfers and variations of site licences. We will also be able to charge an annual fee. Before charging any fees the local authority must prepare and publish a fee policy. Certain exemptions apply.
• Discretion on issue or transfer of licences – subject to regulations being issued by the Secretary of State we may be able to refuse to grant or transfer a site licence.

• Appeals against site licence conditions – in cases where new licence conditions are issued any appeal from the licensee will be heard by the Residential Property Tribunal instead of the magistrate’s court.

• Enforcement of licence conditions – it will now be possible to take action against breaches of site licence conditions by issuing a compliance notice stating the steps to be taken to comply with the licence condition. We can also impose a charge for the cost of preparing and serving the notice (including the cost of obtaining expert advice. Failure by the site owner to take the action stated in the notice is an offence. A person who fails to comply with a compliance notice will be liable on summary conviction to a fine of up to £5,000.

• Power to carry out works - after a successful prosecution the local authority may carry out works in default to address the outstanding issues. If a breach of a licence condition poses an imminent risk of serious harm to the health or safety of any person who is or may be on the land, the local authority may take emergency action to remove the imminent risk. In both cases we can recover the costs of preparing and serving notices, obtaining expert advice and carrying out the works.

Conclusion

The Council will need to update the Scheme of Delegation to include the new enforcement provisions and introduce a fee policy. The proposed fee policy is set out in Annex 1.

Recommendation

The Corporate Overview & Scrutiny Committee is invited to note that a fee structure is being introduced under the Mobiles Homes Act 2013 for licensing of caravan sites.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

CONTACT OFFICER:

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E-mail: jane.abraham@waverley.gov.uk
Caravan Site Licensing Fee Policy

Scope/Purpose

This policy sets out the fee structure for the processing of applications for the issue, variation and transfer of caravan site licences and annual fees for administration and monitoring of site licences, together with the fee for holding a register of site rules.

Relevant Legislation

The provision for charging fees was introduced by the Mobile Homes Act 2013. This Act comes into force on 1 April 2014 with respect to amendments to the Caravan Sites and Control of Development Act 1960, which is the principal legislation covering the licensing and control of caravan sites. The Act came into effect on 26 May 2013 with respect to amendments to the Mobile Homes Act 1983, which regulates the agreements between site owners and occupiers.

Review

As this is a new provision, the policy for fee calculation will be reviewed 2 years from implementation to assess any changes that need to be made. However the fee levels can be reviewed each year to take into account the effect of inflation and also any surpluses or deficits incurred on the predicted level of expenditure in the previous year.

Components of the annual fee

The annual fee includes all administrative costs in ensuring that each site complies with the site licence conditions, including inspection and travel costs. It does not include any costs associated with enforcement action as these must be recovered separately under a demand for recovery notice.

Exemptions

The licence fee requirement does not apply to the following sites:

i. Sites for holiday use only

ii. Sites where conditions require that there are times of the year when no caravan may be stationed on the land for human habitation

iii. Sites that are occupied only by the site owner and his/her family or by a person employed by the site owner except where under an agreement to which the Mobile Homes Act 1983 applies.

Payment

The annual fee shall be payable by 30 April each year. Failure to pay the fee may result in the local authority applying to the Residential Property Tribunal (RPT) for an order requiring payment by a specified date. If payment is not received within 3 months of that date, the local authority may apply to the RPT for an order revoking the site licence.
Calculation of licence fees

DCLG has published a guide for local authorities on setting licence fees, which sets out advice on matters that a local authority can and cannot take into account when setting fees, setting fee structures and how fees are to be calculated.

Waverley’s proposed detailed fee structure for caravan sites is being finalised, but based on the guidance the fees are likely to be in the region of:

1. Application for new site licence £450 – 550*
2. Application to vary a site licence £300 – 350*
3. Application to transfer a site licence £100 – 150*
4. Annual fee £50 – 200*
5. Deposit of site rules with the local authority £30

*depending on the number of pitches per site
Title: CORPORATE COMMUNICATIONS STRATEGY

[Portfolio Holder: Cllr Stefan Reynolds]
[Wards Affected: All]

Summary and purpose:

This report invites the Corporate Overview & Scrutiny Committee to consider and comment on a new Corporate Communications Strategy for Waverley Borough Council.

The proposed strategy seeks to set out a clear framework for council communications and give direction to publications, digital, press, emergency and internal communications. It has been shaped and influenced by public feedback and the views of elected members and officers. All elected members were invited to attend workshops and give their views on the strategy, which is attached at Annexe 1.

How this report relates to the Council's Corporate Priorities:

The proposed Corporate Communications Strategy seeks to support the delivery of all of the Council’s corporate priorities. It particularly seeks to support the Council’s commitment to providing customer-focused services at the best value for money and understanding residents’ needs.

Financial Implications:

This report does not have any financial implications beyond the growth items already agreed as part of the 2014/15 Budget. The Strategy aims to achieve better value for money by moving to a more focussed approach as set out in 6.2.

Legal Implications:

There are no legal implications associated with this report.

Serving ALL Waverley’s communities and customers – offering both digital and traditional channels.

1. Advancements in communications technology have been rapid, offering organisations the opportunity to communicate with customers more quickly and cheaply than was previously possible. Waverley Borough Council, like all public services, needs to ensure it meets the expectations of customers and communities who have already adopted new technologies and those who will adopt them in the future. However, a significant number of our customers are not adopters of digital
technology or simply prefer to access information via our customer magazine ‘Making Waves’, the telephone or the press. There will also continue to be occasions where non-digital channels of communication provide the optimum or only viable option. The proposed strategy therefore confirms the Council’s clear commitment to serving all customers equally by providing both digital and non-digital, or ‘traditional’, channels of communication.

How feedback has shaped this strategy

2. Response data from the Council’s citizen’s panel demonstrates an appetite within Waverley’s communities for information to be delivered by electronic means. Waverley’s website was identified by respondents as being the most popular channel for finding out about Council services both in terms of how people already access information and how they would ideally like to. The second most popular channels were ‘Making Waves’ (the Council’s magazine) and the telephone. This balance between those who wish to receive digital information (and the growing amount of those doing so via a mobile device) and those who continue to wish to use more traditional methods has shaped this strategy. It has been recognised that more needs to be done to develop our mechanisms for social media and digital communications but the significant demand for non-digital communications is also recognised and will continue to be catered for.

3. Feedback from elected members who participated within the strategy workshops has also shaped the strategy. Five themes in particular emerged from those workshops, namely:
   i. Increasing our communication with town and parish councils;
   ii. Delivering more proactive Public Relations;
   iii. Having a clearer communications strategy during local emergency or crisis situations;
   iv. Community signposting – physical signage/branding in and around the borough
   v. Clarifying how we gain customer engagement & insight.

Key aims and principles

4. The strategy sets out five key aims it seeks to achieve, namely:
   i. to ensure that our information is easy to understand, access and interact with and that we listen to our customers - reflecting their feedback into service development and communications;
   ii. to clearly define and communicate our identity, roles and responsibilities to different stakeholder groups; elected members, staff, residents, businesses, visitors and partners;
   iii. for all our stakeholders to have a clear understanding and positive perception of us and what we do; leading to even higher levels of satisfaction and engagement;
   iv. to place communication at the centre of all council activities – one organisation with clear, strong, messages underpinned by consistent standards; and
v. to provide a framework and advice for effective communication across the organisation.

5. The strategy sets out **six key principles** by which these aims will be achieved, namely:
   
i. Achieving measurable change or action – ensuring that wherever possible that our communications activity has an impact;
   
ii. Delivering effective and efficient communication – ensuring the most appropriate channel is used for each audience / situation;
   
iii. Proactive, customer focussed approach – minimising wasted effort and prioritising media activity to ensure optimum impact;
   
iv. Digital first – meeting the increasing demands for digital communications channels whilst continuing to equally serve those who cannot or choose not to use this technology;
   
v. News delivered at the heart of our communities – supporting digital and offline communities in Waverley to share information and news; and

vi. Connected councillors – supporting those elected member who wish to understand, utilise and engage with new digital communications channels.

**Conclusion**

6. Waverley Borough Council exists to serve its communities and customers. Effective and efficient communications are at the core of that task. The attached strategy seeks to set out a proportionate but ambitious approach to serving all customers equally and achieving value for money. Members are asked to recommend it, subject to any further amendments they wish to make, to Full Council for adoption.

**Recommendation**

The Corporate Overview & Scrutiny Committee is invited to comment on the new Corporate Communications Strategy, and endorse its adoption by the Council.

**Background Papers**

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

**CONTACT OFFICER:**

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Melinda Brown, PR Manager  
Telephone: 01483 523204  
E-mail: melinda.brown@waverley.gov.uk
Corporate Communications Strategy
2014 - 2019

Author Melinda Brown, Public Relations Manager
## Content

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<td>2.0 Key Principles</td>
<td>4</td>
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<td>3.0 Key Aspirations &amp; Issues</td>
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<td>6.6 Resourcing</td>
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<tr>
<td>6.7 Code of Conduct on Local Authority Publicity</td>
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Introduction

The role of Corporate Communications at Waverley is to ensure that information about our services reaches the right people at the right time in the most accurate, efficient and cost-effective way. We capture information and feedback from our customers in a number of ways such as Citizens’ Panel, customer satisfaction surveys and website feedback, which all helps to shape our communications.

Our Communications Strategy sets out a clear framework for council communications and gives direction to publications, digital, press, emergency and internal communications. Research shows that communication with residents is a key driver of overall satisfaction with council performance. Communication is also at the heart of good customer service. We will strive to meet customer expectations through our communications, ensuring that they are timely, straightforward and trusted.

The Strategy reflects the continued growth in ‘all things digital’ and captures the progress we need to make to keep up with customer expectations. At the same time, a significant number of our customers are not adopters of digital technology or simply prefer to access information via our customer magazine ‘Making Waves’, the telephone or the press and we will continue to support customers in this way.

Ultimately all of our communications are led by our councillors and Corporate Management Team and are delivered by officers.
1.0 Aims

The aims of the Strategy are:

- to ensure that our information is easy to understand, access and interact with and that we listen to our customers - reflecting their feedback into service development and communications.

- to clearly define and communicate our identity, roles and responsibilities to different stakeholder groups; elected members, staff, residents, businesses, visitors and partners.

- for all our stakeholders to have a clear understanding and positive perception of us and what we do; leading to even higher levels of satisfaction and engagement.

- to place communication at the centre of all council activities – one organisation with clear, strong, messages underpinned by consistent standards.

- to provide a framework and advice for effective communication across the organisation.

2.0 Key Principles

- **Achieving measurable change or action**
  We will continue to roll out an outcome focus on all campaign planning - ensuring that resources are utilised in the most efficient way possible, with the greatest impact.

- **Deliver effective and efficient communication**
  We will use the most appropriate communications channels to reach customers and target our efforts on the channels that have the biggest impact and give us the best return.

- **Proactive, customer focussed approach**
  Currently a disproportionate amount of officer time is taken up handling media enquiries that do not result in key information about services being delivered to our customers. Our new approach will prioritise media activity according to corporate priorities, decision making and service delivery.

- **Digital first**
  Some of our customers do not and will not access our information or services via digital channels and so we will continue to provide this in person, on the telephone, in writing and in printed publications. However the demand for information from our website and social media illustrates the growing expectation from our customers for information and services to be delivered in this way. For those customers who already turn first to the web to find information, we will continue to grow the availability, quality and accessibility of our digital communication.

- **News delivered at the heart of our communities**
  Waverley has a strong network of communities who share information and news. At the same time we often experience unfairly negative headlines in the local print press, bearing in mind these have an increasingly limited reach to, and impact on, our customers. Broadcast press tend to offer a balanced approach but again have limited reach. Digital and offline communities present us with excellent opportunities to own our message to the point of delivery. Digital media also enables us to deliver messages in almost real time, in a way that cannot be achieved through the local media.
Connected councillors

Our councillors are already well established as ambassadors of the Council. We will continue to deliver existing communications to councillors and develop new ways of keeping them informed. Participation in social media is now a mainstream activity and will only continue to grow. If local government does not keep up with the pace we will become increasingly less relevant. We will support those councillors who wish to, to share our news and better reach their communities through social media.

3.0 Key Aspirations and Issues

Consultation has taken place with the Deputy Leader, the Portfolio Holder for Communications and other councillors, the Executive Director, Corporate Management Team, Heads of Service and Connectors (a broad selection of team leaders).

Feedback from these groups has identified consistent aspirations and issues for the Council’s communications.

- Some are customers happy with no engagement unless they instigate (pull rather than push)
- Wider consultation needed – e.g. the voluntary and business sectors
- VALUE (our Corporate Plan) really works, need to promote more
- Consistent Waverley tone of voice & image
- Contractors delivering Waverley’s services shapes our reputation
- We don’t promote our treasures well
- Plain English should be used more
- Being better informed of Council news
- Knowing who customers are and what they need (customer profiles)
- Word of mouth the most effective way of building satisfaction and reputation
- Time lag from delivering better service to improved customer perceptions
- Everyone has a partial view
- Do we get quantity of response in our surveys? Do we reach everyone we want to?
- Our website is good, but tries to do too much
- Look at wider use of text message system
- Increase our communication with town and parish councils – via press releases or newsletters
- More proactive PR
- A clearer approach to communication strategy in emergencies

4.0 External Communications

4.1 External key audiences and how we want people to feel about us

Waverley has a vast range of external audiences, which whilst having common threads running through them, each form different perceptions from their experiences of us and all have only a partial view of what we do.

Residents are by far our largest audience and some will welcome regular information from us whilst others prefer to have no dialogue unless we offer a new service, make a change or if something goes wrong.
### Residents

A well run organisation - a safe pair of hands  
Provide VALUE for money and forward thinking  
To know about the range of services offered  
Waverley is a great place to live – the Council helps protect and enhance the beautiful Borough

### Customers that have direct contact with us

A well run organisation - a safe pair of hands  
Provide VALUE for money are forward thinking  
Efficient and get the job done  
Honest and trustworthy

### Visitors

Useful, welcoming and valued - the Council helps protect and enhance the beautiful Borough

### Government / partners

A leading local authority  
A well run organisation – a safe pair of hands  
Innovative and forward thinking

### Contractors

A well run organisation  
Good to work with

### Suppliers & businesses

A well run organisation – a safe pair of hands  
Providing VALUE for money  
Good to work with / do business with / partner  
Efficient – not officious or bureaucratic

### 4.2 Publications Strategy

Printed publications will continue to lie at the heart of our communications and we will provide ‘hardcopy’ alternatives to digital communication, whilst encouraging customers to move to digital channels.

We will
- continue to develop ways to make these the best possible value for money by generating advertising revenue and reducing design and print costs through effective design and print procurement.
- ensure that content is timely, relevant and purposeful.
- provide digital alternatives and signpost to these on all hardcopy publications.

#### 4.2.1 Making Waves

3 x per year  
Delivered to all households and businesses  
Content is planned around VALUE (our Corporate Plan)

#### 4.2.2 Waverley Homes and People

3 x per year  
Delivered to all council tenant homes  
Content reflects corporate priorities Affordable Homes, Life and Leisure, Understanding Residents Needs.
4.2.3 A-Z of Services
1 x per year
Available on our website to download and as an interactive tool.
Comprehensive directory of Waverley Services, updated periodically.

4.2.4 Housing Annual Report
1 x per year
Delivered to all council tenant homes
Reflects work undertaken over the last year on our corporate priority Affordable Homes.

4.2.5 Email Newsletter
Statistics show that the digitally active community is continually growing, particularly in older age groups and we need to be part of this culture; embedding what we do into peoples’ lives and ensuring that customers have the opportunity to get the best out of what we do.

Electronic newsletters provide a timely, highly cost effective and targeted form of communication to our customers. They are quick to produce in-house with little training and can be distributed to a large population at minimal cost. Electronic newsletters provide the most reliable way to ensure that our message is delivered without unbalanced reporting that often occurs in the local press. They can also be accessed via all forms of online device – PC, laptop, notebook, tablet and smart phone, giving our ‘digitally active’ customers information in a format they want.

The electronic newsletter and Making Waves will complement each other, with the newsletter providing a more frequent channel for latest news whilst also driving traffic to our website. It will provide the opportunity to link to more detailed information on our website and to social media.

We will

• publish a minimum of four editions of the electronic newsletter in the first year with an ambition to publish monthly editions.
• include news from all council services as it is available – creating the opportunity to ‘cross market’ services and initiatives to different customers.

4.3 Website Strategy
A Website Strategy was adopted in 2012 and is successfully embedded in the strategic planning and operational running of the Waverley website.

It is widely recognised that most visitors to local government websites do so to perform a specific task and many will arrive at the website without visiting the homepage. In 2011 58% of our web visitors came to the webpage they wanted from a search engine. This means that key information contained in latest news and the opportunity to cross sell other ‘do it online’ services, do not reach enough of our website visitors.

We will

• continue to invest in efficient processes for ‘do it online’.
• develop an even more effective and efficient system for website updates whilst retaining the central management of the website in order to maintain the quality of content and customer experience.
• focus on delivering content and functionality that customers want and find easy to use.
• continue adopt new technologies, including mobile applications for our top tasks, social media and electronic newsletters to drive customers to digital information and services.
• benchmark the website’s success against our peers and customers and monitor customer satisfaction and how they contact us.
4.4 Media Strategy
There is much more to media than column inches in local papers. Waverley has a well established and ever growing network of communities, particularly online, through which we can deliver our messages quickly and directly.

More formalised social media networks such as Twitter and Facebook have rapidly grown in stature as core communications channels in both business and consumer markets and our social media literate customers expect to be able to interact with us in this way. However the local press still provide a useful channel by which we can reach some of our customers and a number of opportunities are available to us to deliver a more effective, efficient and proactive press office function.

4.4.1 Press Office
Responding to media enquiries uses a disproportionate amount of staff time which reduces our opportunity to deliver a proactive media service and in turn reduces the potential impact of our more comprehensive message further down the line.

- We will identify proactive media opportunities at Executive Briefings for release after Executive, on decisions and/or recommendations to Council.
- We will distribute the decisions bulletin direct to the press after Executive.
- We will align our response to media enquiries with service delivery and project timetables and, where appropriate, provide reporters with provisional dates in the future when information will be issued by the Council via our press releases.
- Our Annual Communications Plan will be based on corporate priorities and Service Plans from across the Council.
- We will issue press releases to town and parish councils and to digital community networks.

4.4.2 Social Media
Waverley has an established and successful approach to social media; utilising Facebook and Twitter on a daily basis. We have a number of automated feeds set up including new planning applications, job vacancies and press releases. We also schedule messages in advance and we are able to quickly issue individual messages.

The real time nature and sharing culture of social media is a major benefit to Waverley that other media can not achieve. We regularly see peaks in traffic to our social media during events such as the Olympic Games Torch Relay and Freedom Parade and more recently in emergency situations such as the storms and flooding.

Social media is also a highly cost effective way to reach customers, particularly those who may not usually choose to engage with us and we need to explore wider uses of social media - in consultations for example.

Analysis of other similar size local authorities shows considerable opportunity to further develop our social media relationship with our customers.

We will
- adopt social media as part of our Emergency Planning.
- replicate good practice from elsewhere in our approach.
- encourage staff and councillors to follow us on Twitter as our communications ambassadors.
- follow industry best practice in the quality, timeliness and relevance of social media communication.
- explore ways to improve our reach to customers during consultations utilising social media
4.5 Community Signposting

Whilst in real terms this area of work is embedded in other areas of the Strategy and in other Service Areas’ work, it is a key area that deserves prominence.

Three tiers of local government all delivering services to residents can be confusing. Customers want to know who does what and rightfully expect to be able to find this information quickly and easily. Waverley already aims to communicate what we do and what other councils do and we will strengthen this to support our customers’ needs.

We will
- continue to signpost to Surrey County Council in our A-Z and website for the services they deliver.
- continue to signpost to Town and Parish Councils in our A-Z and website for the services they deliver and from 2014, we will include contact details for all the town and parish councils in our A-Z.
- make it clearer to residents the services we deliver in their communities, such as playgrounds and leisure pursuits.
- ensure that our frontline staff are equipped with the knowledge needed to signpost customers to the right place.

4.6 Emergency Communications

Corporate Communications plays an essential role in Emergency Planning and Business Continuity; advising on communications needs, opportunities and risks in terms of internal, media and customer communications. A draft Protocol & Action Plan was drawn up in January 2014 that brings together previous good practice and more recent experience over the severe weather of Christmas 2013 and early 2014.

We will
- produce a Corporate Communications Emergency Information Action Plan
- continue to review and evolve Emergency Planning communications so to capture all available channels; reflecting the growth in, but not overly relying on, digital communication channels.
- continue to be an active member of the Local Resilience Forum (LRF) Information Cell in order to share information and approaches, deliver a coordinated approach where appropriate, develop good practice and identify a ‘fall back’ option for power outages.
- ensure that all officers involved in Emergency Planning communications have the skills and experience needed to fulfil the broad ranging communications needs during Emergencies.
- ensure that media are aware of our response during emergency situations.
- publish communications on Waverley’s response during recovery phase.
- list emergency information in every edition of Making Waves and other publications.
5.0 Internal Communications

5.1 Internal audiences and how we want people to feel about us

Councillors
A leading local authority
A well run organisation – a safe pair of hands
Providing VALUE for money
Innovative and forward thinking

Staff and Contractors
Waverley is a great place to work
Aiming to be one of the leading authorities in the country
To take responsibility for providing excellent customer service
A listening authority that wants to hear my ideas for improvement
Providing VALUE for money

5.2 Councillors
Councillors are key ambassadors for the Council. Access to the latest news and knowledge of where to signpost customers to, is essential in their role. Executive members also need to be directly involved in corporate publicity on their services. Councillors are also an excellent source of information and insight into our customers – what works, what doesn’t and areas for improvement.

We will:
- ensure that all councillors receive regular news items.
- work with executive members to plan proactive press releases and campaigns.
- support councillors in their knowledge and skills in all media; including training for interviews and newer digital media channels.
- develop an ongoing programme of councillor engagement and shaping of our communications.

5.3 Staff and Contractors
Waverley comprises of over 400 staff, many office based but also a high number working in the heart of the communities we serve. We also have contractors who interact with our customers whilst cleaning our streets and places, repairing homes and collecting rubbish and recycling.

All our staff and contractors have a key role to play in representing the values we hold close and the corporate priorities we are committed to, as well as shaping what we do and how we do it. Internal communication is a two way relationship; staff and contractors need to be able to draw information down and feed information back up.

Waverley as a place to work is continually evolving by improving services, introducing new ones and by adopting new, more efficient and effective ways of working. Internal communication is a critical factor in implementing successful organisational change.

We will:
- continue to use a range of channels to ensure all staff can access information and give feedback.
- support contract managers to ensure that contracts with our suppliers reflect the same standards of customer service we expect from our staff.
- Support our Foresight programme and other future change initiatives to ensure that staff are aware of and have the opportunity to engage in organisational change.
- explore new, effective and efficient ways of communicating with staff, particularly when we introduce new services and during times of significant change.
6.1 Customer engagement & insight
Our approach begins and ends with our customers. Effective engagement can be achieved through a range of tools to provide effective and actionable two way communications with our customers. This in turn provides us with customer insight; that is up to date information on customer priorities, how our customers perceive us, how they wish to engage with us, where we succeed and areas for improvement and so shapes our objectives and strategy. We capture customer insight from a number of different sources.

6.1.1 Citizens Panel
Corporate Communications runs a Citizens’ Panel survey at least once a year to benchmark our performance and we consider the results from other Service Area Citizens’ Panel surveys to capture insights.

The panel is made up of more than 1,100 Waverley residents, specially recruited to reflect the Waverley population in terms of age, gender, ethnicity, belief, disability and socio-economic group. The Council has done its best to ensure representation by parliamentary ward.

Every two years the Council refreshes the panel by one-third. Those who no longer wish to be members step down and around 350 new panellists are recruited. This ensures that more people who live in Waverley get the chance to have their voices heard.

6.1.2 Website feedback and comments
Our website now incorporates a feature that allows visitors to the site to tell us if the information was useful and to provide other comments. This information is sent directly to Corporate Communications, which we take note of and share with the relevant service area.

6.1.3 Website usability testing
We regularly undertake testing for our website to assess how easy it is for visitors to find the information they want and use our online services. This information shapes our ongoing website development and is a key element of our Website Strategy.

6.1.4 Social Media feedback and comments
We monitor what people are saying about Waverley. We respond directly where it is appropriate to, note and share with the relevant service area.
6.1.5 Email comments and feedback
We receive a high number of emails, including email enquiries from the Frequently Asked Questions (FAQ) page of the website. We respond directly where it is appropriate to, note and share with the relevant service area.

6.1.6 Service Area feedback and surveys
We receive feedback from Service Areas and their customers. We respond directly where it is appropriate to, note for future planning.

6.1.7 National and industry trends
We closely follow trends in the communications sector and consumer behaviour and use this information to forward plan communications strategy and operational developments.

6.1.8 Compliments and Complaints
We listen to and respond any complaints or compliments about our communications.

6.2 Objectives and measurement
Measurement is a key element of any strategy, which whilst captured on paper is frequently neglected in the life span of a strategy. We have identified realistic measures and measurement tools. We recognise that some areas of activity are difficult or not cost effective to measure locally and allow our direction to be shaped by national trends.

- to secure and strengthen the reputation of the Council as a community leader and an effective and efficient provider of high quality services.
  Measurement: Customer perceptions monitoring via Citizens Panel, Compliments and Complaints

- to ensure that all communication is underpinned by our corporate priorities.
  Measurement: Effective alignment with VALUE.

- to maintain a professional corporate identity for consistent and co-ordinated use throughout the organisation and Waverley.
  Measurement: Monitoring of brand guidelines policy, community signage and quality of publications.

- to ensure that communications are consistent and co-ordinated across all channels to ensure the highest of standards, consistent information and alignment with customer priorities.
  Measurement: Customer perceptions monitoring via Citizens Panel, website feedback, Compliments and Complaints

- to ensure that our communications activities reflect the full diversity of the community and help ensure equality of access to all our services.
  Measurement: Web and digital media reporting, Compliments and Complaints, Citizens Panel

- To ensure all staff understand our corporate priorities and are willing ambassadors of our key messages.
  Measurement: Staff survey, informal feedback.
6.3 Implementation
Implementation brings together key messages, audience identification and appropriate channel selection to support both national trends and the drive for 'channel shift’, whilst including our non-digital customers.

Day to day implementation of the Strategy is the responsibility of Corporate Communications and is supported, as a corporate priority, by Heads of Service, Corporate Management Team and the Portfolio Holder for Corporate Communications.

It is important that we continue our efforts to understand what local communities are saying. This strategy will dovetail with our Citizens Panel, other consultations and customer insights and the increasing use of new technology devices to generate instant feedback on topical issues.

In addition, working with public sector partners on joint communications is important to us, for example, through the Local Resilience Forum (jointly with the police and district councils, planning for and responding to emergency situations). We are also in constant contact with our counterparts within the other district and borough councils, health and the police to share good practice and explore joint working opportunities.

6.4 Evaluation
A key part of any strategy is evaluation, both during the life cycle of the strategy and at its conclusion. With a range of customer insight tools to draw from, we will continually evaluate our strategy against these, with our officers and councillors, via our Annual Communications Plan and by capturing lessons learnt at individual project and campaign level.

6.5 Annual Communications Plan
The Strategy will be supported by Annual Communications Plans which bring together corporate and service level communications needs and communications operational needs; underpinned by the direction set by the Strategy.

6.6 Resourcing
As part of its Service Plan for 2014/15 the Corporate Communications team is evolving in to a multi-disciplinary team so to provide a more rounded and responsive service that better reflects the evolving demands for Corporate Communications services.

6.7 Code of Conduct on Local Authority Publicity
The Strategy and its subsequent annual communications plans will be implemented in line with the Code of Conduct on Local Authority Publicity which is summarised by the principles of:

- lawfulness
- cost effectiveness
- objectiveness
- even-handedness
- appropriateness
- having regard to equality and diversity.
Title:

TREASURY MANAGEMENT ACTIVITY - YEAR-TO-DATE 2013/2014

[Portfolio Holder for Finance: Councillor Mike Band]
[wards Affected: N/A]

Summary and purpose:

The purpose of this report is to advise the Committee of Waverley’s Treasury Management activities to date in 2013/2014.

How this report relates to the Council’s Corporate Priorities:

The management of Waverley’s cash is a key function that helps ensure sufficient funds are available to provide services and pay the Council’s commitments.

Equality and Diversity Implications:

There are no implications arising from this report.

Resource and legal Implications:

There are no direct resource implications and any financial areas are covered in the report.

Introduction and Background

1. The Corporate Overview and Scrutiny Committee has been charged with reviewing treasury management operations periodically. Members have asked that reports include some of the key activity information relating to treasury management in graphical form.

2. Waverley’s Treasury Management Policy accords with the existing Chartered Institute of Public Finance and Accountancy’s (CIPFA’s) Code of Practice on Treasury Management in the Public Services.

Treasury Activity

3. Officers have prepared four graphs that illustrate the current investment activity. The table below gives a brief description of each graph. The figures are based on the total external investments held on 21 February 2014 of £53.4 million which compares with £39.4 million held at 21 February 2013.
<table>
<thead>
<tr>
<th>Annexe Number</th>
<th>Description of graph</th>
<th>Comments</th>
</tr>
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<tbody>
<tr>
<td>Annexe 1</td>
<td>Plots the total balance of external investments held throughout the year compared to the previous year</td>
<td>A broadly similar pattern to 2012/13 is evident as major income streams (council tax) and major expenditure streams (precept payments) continue in the same pattern albeit at a higher level. However, since the HRA reform, the HRA has been generating larger surpluses which have been invested.</td>
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<tr>
<td>Annexe 2</td>
<td>Shows cumulative investment performance compared with bank base rate and market rate for 3 month terms obtained daily from the market</td>
<td>This graph shows % performance has remained broadly static at around 0.67% during most of the year to date. This is lower than in 2012/13 due to the continuing decline of market rates on instant access investments. The 3 month market is where Waverley has pitched most of its investment activity recently but the relative stability of our investment counterparties has allowed a few longer-term transactions recently, where secure to do so, and attracted better rates of interest. The average 3 month LIBOR rate to date is around 0.51%. The target rate is 0.25% above LIBOR at 0.76% and performance is 0.67%.</td>
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<tr>
<td>Annexe 3</td>
<td>Shows the maturity profile of Waverley’s current investment holding.</td>
<td>Waverley’s practice has been to invest for short periods because of the uncertain market. The graph shows that over 40% of current investments are on call and the deterioration in call rates recently holds down the % performance. However, Waverley did take a few longer-term transactions to improve rates of return. The graph also illustrates this. All investments are fixed rate and fixed period with the exception of “call’ money.</td>
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<td>Annexe 4</td>
<td>Shows the approved ratings of Waverley’s current investments. The letter indicates the latest credit rating and the “stable” or “negative” shows the future outlook rating judgment of Waverley’s preferred rating agency.</td>
<td>This graph shows that current investments fall within Waverley’s policy of A rated. Waverley has £11m ‘not rated’ investments at the moment with other councils – which falls within Waverley’s policy. Investment with other local authorities carries the least risk and increased use of this sector was reported in the last monitoring statement.</td>
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</table>
**Investment Performance**

4. The Local Performance Indicator LI8, which relates to investment performance, is shown below and indicates that cumulative performance continues to compare closely to the agreed target.

<table>
<thead>
<tr>
<th>Full Description of PI</th>
<th>2012/13 Actual</th>
<th>2013/14 Target</th>
<th>2013/14 Performance to 21/2/14</th>
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<tbody>
<tr>
<td>Average rate of return on the Council's Investments compared with the Sterling Interbank 3-month rate</td>
<td>0.16% above the average Sterling Interbank 3-month rate</td>
<td>0.25% above the average Sterling Interbank 3-month rate</td>
<td>0.16% above average Sterling Interbank 3-month rate</td>
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Note: Despite the unchanging base rate, the sterling interbank 3 month rate has, over time, reduced but very recently it has increased marginally. Achieving the target rate has been challenging over the past year. Members should note, however, that in terms of £ yield, the budget monitoring process continues to suggest improvement such that the previously predicted under-achievement of the £475,000 budget now looks unlikely.

**Recommendation**

That Corporate Overview & Scrutiny Committee notes the investment activity and performance in 2013/14, and passes any observations it may wish to make to the Executive.

**Background Papers:**

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

**CONTACT OFFICER:**

**Name:** Graeme Clark  
**Telephone:** 01483 523099  
**E-mail:** graeme.clark@waverley.gov.uk
Waverley Borough Council External Investments & HSBC accounts - by week

02-Apr  02-May  02-Jun  02-Jul  02-Aug  02-Sep  02-Oct  02-Nov  02-Dec  02-Jan  02-Feb  02-Mar
INVESTMENT PERFORMANCE year 2013/2014
to date

- Base rate
- 3-month market rate
- External investment performance
- Total internal and external investment performance
INVESTMENT MATURITY PROFILE 21/02/14

6 to 9 Months, £0, 0%

3 to 6 Months, £16,500,000, 31%

1 to 3 Months, £6,600,000, 11%

Within 1 Month, £9,500,000, 18%

On call, £21,440,000, 40%

- On call
- Within 1 Month
- 1 to 3 Months
- 3 to 6 Months
- 6 to 9 Months
Title:

PERFORMANCE MANAGEMENT REPORT
QUARTER 3 (OCTOBER - DECEMBER) 2013

[Wards Affected: All]

Summary and purpose:
Waverley’s Performance Management Framework (PMF) contains a number of indicators that assist Members and officers in identifying current improvement priorities and progress against targets. The indicators in Waverley’s PMF are reviewed quarterly by the Executive on an exceptions basis (only significant under or over performance is reported).

Annexe 1 details performance against targets for the indicators that fall within the remit of the Corporate Overview & Scrutiny Committee. The figures in the report relate to the third quarter of the 2013/14 financial year. The Housing performance indicators have been considered by the Housing Improvement Sub-Committee, and their observations are included in Annexe 1.

The Corporate Overview & Scrutiny Committee is invited to consider performance against targets for the indicators that fall within its remit, and pass comments or recommendations to the Executive.

How this report relates to the Council’s Corporate Priorities:
Waverley’s Performance Management Framework and the active management of performance information help ensure that Waverley delivers its Corporate Priorities.

Equality and Diversity Implications:
No direct implications.

Resource/Value for Money implications:
There are no resource implications in this report. Active review of Waverley’s performance information is an integral part of the corporate performance management process, enabling the Council to improve Value for Money across its services.

Legal Implications:
Some indicators are based on statutory returns which the council must make to Central Government.

Introduction
1. Waverley’s Performance Management Framework (PMF) contains a number of indicators that assist Members and officers in identifying current improvement priorities and progress against the objectives.
2. **Annexe 1** to this report details performance in Quarter Three of 2013/14 (October – December 2013) against targets for the indicators that fall within the remit of this Committee. New Housing Property Services Performance Indicators have been presented since Quarter Two of 2012/13 to reflect new contract arrangements.

3. The Housing part of the performance report was reported to the Housing Improvement Sub-Committee which met on 3 March.

4. The remainder of the Performance Indicators that fall under the remit of the Corporate Overview & Scrutiny Committee (covering Finance, Revenues & Benefits, HR and Complaints) are reported direct to the main Committee meetings. Heads of Service or other representatives will attend to provide Members with background information and plans for improvement if necessary.

5. The recommendations and any comments of the Corporate Overview & Scrutiny Committee will be reported to the Executive on 1 April 2014.

**Recommendation**

The Corporate Overview & Scrutiny Committee is invited to consider performance against targets for the indicators that fall within its remit, and pass comments or recommendations to the Executive.

**Background Papers (CEx)**

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

**CONTACT OFFICER:**

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Telephone: 01483 523514  
Email: steve.mccloskey@waverley.gov.uk
**CO{}RPORATE OVERVIEW AND SCRUTINY QUARTER 3 (October - December) 2013/14 PERFORMANCE REPORT**

<table>
<thead>
<tr>
<th>Ref</th>
<th>Description</th>
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<th>2013/14</th>
<th>Quarter</th>
<th>Notes for Q3 2013/14</th>
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<td>-</td>
<td>LI 13a  Take-up of Benefits in target groups - Number of pensioners receiving</td>
<td>Higher is better</td>
<td>5,297</td>
<td>5,267</td>
<td>5,267</td>
<td>5,251</td>
<td>5,260</td>
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<td>Housing or Council Tax Benefit</td>
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<td>-</td>
<td>LI 13b  Take-up of Benefits in target groups - Number of families receiving</td>
<td>Higher is better</td>
<td>1,744</td>
<td>1,830</td>
<td>1,830</td>
<td>1,867</td>
<td>1,873</td>
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<td>Housing or Council Tax Benefit</td>
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<td>-</td>
<td>Li12  Housing benefits security - number of prosecutions and sanctions.</td>
<td>No target</td>
<td>5</td>
<td>13</td>
<td>25</td>
<td>3</td>
<td>1</td>
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<tr>
<td>-</td>
<td>NI 181  Time taken to process Housing Benefit/Council Tax Benefit new claims</td>
<td>Lower is better</td>
<td>9.0</td>
<td>5.7</td>
<td>8.7</td>
<td>10.3</td>
<td>13.0</td>
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<tr>
<td>NEW</td>
<td>NI 181a Time taken to process Housing Benefit and Council Tax Support new</td>
<td>Lower is better</td>
<td></td>
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<tr>
<td></td>
<td>claims and change events</td>
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<td>NEW</td>
<td>NI 181b Time taken to process Housing Benefit and Council Tax Support</td>
<td>Lower is better</td>
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<tr>
<td>-</td>
<td>LI5  % of invoices paid within 30 days</td>
<td>Higher is better</td>
<td>99.79%</td>
<td>99.81%</td>
<td>99.64%</td>
<td>99.54%</td>
<td>100%</td>
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<td>-</td>
<td>LI5b % of invoices from small and/or local businesses paid within 10 days</td>
<td>Higher is better</td>
<td>95.77%</td>
<td>94.46%</td>
<td>93.79%</td>
<td>90.79%</td>
<td>92.47%</td>
</tr>
<tr>
<td>-</td>
<td>Li6a % of Council Tax collected</td>
<td>Higher is better</td>
<td>88.2%</td>
<td>99.0%</td>
<td>99.0%</td>
<td>31.0%</td>
<td>59.8%</td>
</tr>
<tr>
<td>-</td>
<td>Li6b Percentage of Non-domestic Rates Collected</td>
<td>Higher is better</td>
<td>86.9%</td>
<td>98.2%</td>
<td>98.2%</td>
<td>32.5%</td>
<td>60.6%</td>
</tr>
<tr>
<td>-</td>
<td>Li7  % of eligible claims (received at the counter completed and with all</td>
<td>Higher is better</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>evidence) processed within 5 days.</td>
<td></td>
<td></td>
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**Annexe 1**
<table>
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<tr>
<th>Ref</th>
<th>Description</th>
<th>What is Good Performance?</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>Quarterly Target Value</th>
<th>Notes for Q3 2013/14</th>
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<tbody>
<tr>
<td></td>
<td></td>
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<td>Q3 Value</td>
<td>Q4 Value</td>
<td>Year Outturn Value</td>
<td>Q1 Value</td>
<td>Q2 Value</td>
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<tr>
<td>!L18</td>
<td>Average annual rate of return on Council Investments above market rates</td>
<td>Higher is better</td>
<td>0.27%</td>
<td>0.16%</td>
<td>0.36%</td>
<td>0.15%</td>
<td>0.12%</td>
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<td></td>
<td>DEMOCRATIC AND LEGAL SERVICES</td>
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<td>!L1a</td>
<td>Number of Level 3 (CEX) and Ombudsman Complaints received</td>
<td>No target.</td>
<td>14</td>
<td>10</td>
<td>51</td>
<td>14</td>
<td>12</td>
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<tr>
<td>!L1b</td>
<td>Total number of complaints received</td>
<td>No target.</td>
<td>51</td>
<td>53</td>
<td>214</td>
<td>86</td>
<td>86</td>
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<td>ORGANISATIONAL DEVELOPMENT</td>
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<td></td>
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<tr>
<td>!L2</td>
<td>Working Days Lost Due to Sickness Absence</td>
<td>Lower is better</td>
<td>1.14</td>
<td>1.18</td>
<td>4.55</td>
<td>0.83</td>
<td>0.98</td>
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<tr>
<td>!L2c</td>
<td>Staff Turnover - All leavers as a % of the average number of staff in a period</td>
<td>&quot;Goldilocks&quot; (Not too high, not too low)</td>
<td>0.98%</td>
<td>1.94%</td>
<td>7.11%</td>
<td>4.14%</td>
<td>3.42%</td>
</tr>
<tr>
<td>!LOD1</td>
<td>Number of volunteering days taken through Employee Volunteer Scheme</td>
<td>Higher is better</td>
<td>100.5</td>
<td>22</td>
<td>100.5</td>
<td>9.5</td>
<td>47</td>
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<td>HOUSING SERVICES</td>
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<tr>
<td>!LHO1</td>
<td>Percentage of estimated annual rent debit collected</td>
<td>Higher is better</td>
<td>75.00%</td>
<td>98.95%</td>
<td>98.95%</td>
<td>25.00%</td>
<td>49.00%</td>
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<tr>
<td>!LHO1</td>
<td>Total current tenants’ rent arrears as a percentage of the total estimated gross debit</td>
<td>Lower is better</td>
<td>0.93%</td>
<td>0.82%</td>
<td>0.82%</td>
<td>0.89%</td>
<td>1.66%</td>
</tr>
<tr>
<td>!LHO1</td>
<td>Total former tenants rent arrears as a percentage of the total estimated gross debit</td>
<td>Lower is better</td>
<td>0.40%</td>
<td>0.36%</td>
<td>0.36%</td>
<td>0.37%</td>
<td>0.36%</td>
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<tr>
<td>!LHO2</td>
<td>Percentage of tenants with more than 7 weeks arrears</td>
<td>Lower is better</td>
<td>1.58%</td>
<td>1.44%</td>
<td>1.44%</td>
<td>1.33%</td>
<td>1.60%</td>
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<tr>
<td>!LHO2</td>
<td>Percentage of tenants in arrears who have been served with a Notice Seeking Possession (NoSP)</td>
<td>Lower is better</td>
<td>3.42%</td>
<td>3.98%</td>
<td>2.56%</td>
<td>3.07%</td>
<td>1.25%</td>
</tr>
<tr>
<td>!LHO2</td>
<td>Percentage of tenants evicted due to rent arrears</td>
<td>Lower is better</td>
<td>0.05%</td>
<td>0.04%</td>
<td>0.02%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>!LHO3</td>
<td>Average number of calendar days taken to re-let local authority housing</td>
<td>Lower is better</td>
<td>19</td>
<td>23</td>
<td>22.75</td>
<td>24</td>
<td>30</td>
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<tr>
<td>!New</td>
<td>Average number of working days taken to re-let ‘normal void’</td>
<td>Lower is better</td>
<td>New Indicator from Q1 2013/14</td>
<td>51</td>
<td>47</td>
<td>42</td>
<td>20</td>
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<tr>
<td>✔LHOS</td>
<td>Housing advice service: Homelessness cases prevented per 1,000</td>
<td>Higher is better</td>
<td>3.02</td>
<td>3.10</td>
<td>11.18</td>
<td>2.94</td>
<td>2.86</td>
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</table>
The Sub-Committee received a detailed update on the progress of Project and was pleased to see that the turnaround time for ‘normal’ voids had improved to an average of 16 days as at 3 March. The Sub-Committee noted the high level of satisfaction recorded by Mears in relation to responsive repairs, and noted the intention to validate this to provide reassurance that it was a true reflection of customer satisfaction. Waverley had begun collecting its own customer feedback on the Kitchen and Bathroom programme.

The Housing Improvement Sub-Committee met on 3 March 2014 and considered the Performance Indicators for the Housing Service. The Sub-Committee was pleased to see the continued good performance on rent collection, but also noted that rent arrears (as a percentage of the total estimated gross debit) had shown a third quarter-on-quarter increase, and the number of tenants with more than 7 weeks rent arrears had also increased. The Sub-Committee had received a detailed report at its January meeting on rent arrears, and would be continuing to monitor this indicator closely.

As at 31 December 2013 all due safety checks and services had improved to an average of 16 days as at 3 March.