

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE MEETING OF THE EXECUTIVE – 1 OCTOBER 2013

SUBMITTED TO THE COUNCIL MEETING – 15 OCTOBER 2013

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

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|----------------------------------|--------------------------|
| * Cllr Robert Knowles (Chairman) | Cllr Julia Potts |
| * Cllr Mike Band (Vice-Chairman) | * Cllr Stefan Reynolds |
| * Cllr Brian Adams | * Cllr Adam Taylor-Smith |
| * Cllr Carole King | * Cllr Keith Webster |
| * Cllr Stephen O'Grady | |

* Present

57. MINUTES

The Minutes of the Meeting of the Executive held on 3rd September 2013 were confirmed and signed.

58. DECLARATION OF INTERESTS

There were no Declarations of Interest.

PART I - RECOMMENDATIONS TO THE COUNCIL

59. PARKING GUIDELINES

- 59.1 The provision of appropriate levels of car parking and cycle parking is an important consideration when assessing proposals for new development. In the past the Council used the Surrey County Council Parking Guidelines from 2003 as the starting point for assessing the level of parking provision, albeit that these Guidelines were not formally adopted by the Council.
- 59.2 There are various reasons why it is appropriate to review the situation and for the Council to adopt new parking guidelines:-
- Surrey County Council has recently issued new parking guidelines (January 2012) and recommended that the districts in Surrey use these within their own Local Development Framework (LDF) documents;
 - In relation to residential parking there has been a move away from maximum standards and a recognition that local circumstances need to be considered when assessing the right level of parking in new residential developments.
- 59.3 A consultation on the Draft Parking guidelines took place between 25th May and 5th July 2012. Those invited to comment included the Highways Agency, Surrey County Council, adjoining local authorities, town and parish councils, transport operators and residents' associations. A range of views were expressed from those considering that the parking guidelines do not provide for enough parking, to those who consider that in some locations the

guidelines are too prescriptive and may require provision of more parking than is necessary.

59.4 In March this year two workshops were held for Members to discuss the proposed parking guidelines. Following this, officers reviewed the proposed parking guidelines and made some further changes. A copy of the proposed parking guidelines is attached as Annexe 1. The main changes and amendments are as follows:-

- Residential guidelines: A further change to the residential parking guidelines by increasing the requirement outside town centres for 2 and 3+ bedroom dwellings to 2 and 2.5 spaces per dwelling respectively. The issue of visitor parking was discussed with the County Council and the guidelines proposed by the County do take account of visitor requirements. It should also be pointed out that the guidelines for residential developments are expressed as the minimum that would normally be required. However, the guidelines also say that where space permits, it may be appropriate to consider an increased provision above this minimum. Officers consider that this provision addresses the concerns that more parking may be required than the indicated minimum.
- Non-residential guidelines: In the guidelines recommended by the County Council, these are expressed as a maximum. Following further consideration and discussion with County officers, it is recommended that these should not be expressed either as a maximum or a minimum. Instead they are simply expressed as a guideline for the appropriate level of parking for these uses. The County Council has also confirmed that its Guidelines take account of the need for staff parking.
- Retail uses: It is proposed that the standards in the County Guidelines be retained, albeit not expressed as a maximum. The County recommend four zones where the standard is varied in recognition of the relative accessibility to public transport. Officers recommend two zones (as is also recommended for residential parking), namely town centre and 'rest of Waverley'. In relation to retail development the guideline standard would apply outside town centres but the reduction by 75% should apply in town centre locations.
- Class A2 Uses (banks, building societies etc.): There is currently no recommended guideline for these uses. Officers recommend using the 1 space per 30sqm standard that applied in the County Council's 2003 Parking Strategy.
- B1 Business uses (including offices): It is proposed that the range in the County Guidelines of between 1:30sqm to 1:100sqm be retained. It is recognised, however, that some flexibility may be required if these developments take place in more remote locations where access by other modes of transport is limited.
- Hospitals: Following discussion with County Officers, it is recommended that there should not be a specific standard, but that the parking requirement for these uses be based on individual justification/assessment. This provides the flexibility to respond to local circumstances.

- Day Nurseries and Creches: Similarly, it is recommended that the parking provision should be based on individual assessment.
- Doctors', Dentists' and Veterinary Practices: Officers are recommending that the guideline figures in the County's 2003 Parking Strategy should be the starting point for assessing the appropriate level of parking for these uses.
- Schools: The current guidelines include a general comment that discourages the provision on site of pupil parking areas and areas for dropping-off and picking-up. Officers propose to retain this statement but to include a note to the effect that for both new and expanding schools an exception may be made where there is the risk that further on-street parking would reduce highway safety or emergency access.

59.5 On the specific issue of evidence, the County Guidelines are based on research, the earlier 2003 guidelines, the previous national guidance in PPG13 and responses to the County's own consultations.

59.6 Members had expressed the view that all non-residential institutions such as places of worship, galleries, public halls etc. should have the same standard of 1 space per 3 persons. The County response is that this could be too prescriptive and lacks the flexibility to respond to local circumstances etc. In each case the proposed guidelines include scope for individual assessment which provides a degree of flexibility.

59.7 Members also commented on the differences between the parking standards for different types of leisure use. In response, the County Council has said that its guidelines are based on research and the earlier 2003 guidelines and previous national guidance. No change is recommended to these guidelines.

59.8 A concern was also raised about the recommended guideline of 1:20sqm for vehicle repair premises and whether this is high enough. Although the County Council is not necessarily opposed to a change it has said that this should be based on evidence. At this stage officers do not have specific evidence to indicate that a change is needed.

59.9 The Community Overview and Scrutiny Committee considered the report at its meeting on 16th September and welcomed the proposed changes to the parking guidelines. The Committee also endorsed the recommendation to adopt the parking standards with the following observations:

- The Committee was concerned about retaining the statement about the discouraging the provision of on-site of pupil parking areas and areas for dropping off and picking up at schools in rural areas.
- The Committee questioned the numbers quoted for car parking at dentists/vets/doctors as there did not seem to be any consistency on these.
- The Committee was pleased to see the move away from maximum standards and recognition that local circumstances need to be considered.
- There was concern about the justification of the figures noted in the report, specifically under the residential guidelines.

- The Committee asked that it be raised with SCC Members concerns about allowing dropped kerbs.

59.10 In relation to the first point, officers consider that a degree of flexibility is needed, taking account of factors such as the location of the school and what the options are in terms of other modes of transport. The proposed guidelines indicate that on-site parking may be appropriate in locations where on-street parking would reduce highway safety or emergency access.

59.11 In relation to the second point, the parking requirements for doctors' practices, dental surgeries and veterinary practices are expressed differently. The proposed guidelines originated in the 2003 Parking Strategy for Surrey and would have been derived from the evidence underpinning that document.

59.12 In relation to the residential guidelines, these originated in the parking guidelines published by Surrey County Council in 2012 and have been adjusted to take account of local circumstances.

59.13 Taking account of both the responses to the 2012 public consultation, and the further comments from Members, officers consider that the proposed guidelines strike the right balance between providing a clear indication of the general level of parking expected, whilst also having the flexibility to respond to local circumstances where necessary. It is also considered that the proposed guidelines reflect the characteristics of the Borough, including the high level of car ownership and the relative inaccessibility to public transport and other services etc. outside town centres.

59.14 The Executive

RECOMMENDS that

- 1. the Parking Guidelines be adopted as a material consideration in the assessment of planning applications.**

[Reason: to seek endorsement to recommend to Council the proposed guidelines for the provision of vehicular and cycle parking in new developments.]

60. MID YEAR BUDGET REVIEW 2013-14

60.1 The Executive received a report which summarised the likely outturn position for 2013-14 based on updated projections as at the end of August 2013. It followed on from the Budget Management report to Executive on 2 September 2013 by identifying any changes to items reported previously. The Finance Seminar was held for all Councillors on 10 September, which set out the key strategy issues for the medium term including pressures and opportunities going forward. The most significant pressure arises from the reduction to Government Grants. Taken with other Budget pressures, the funding gap is approximately £4m over the next four years; thereby requiring further savings of circa £1m per annum. This is in addition to the £8m savings identified over the previous five years. More detailed information will be presented to Members as part of the Budget reports as the Budget process develops.

60.2 In relation to the Housing Revenue Account, the Housing service has an overall staff budget of £3,460,900 and a vacancy savings target of £78,000. Staff costs are currently within budget, with £30,000 of the vacancy target expected to be achieved. However, projections to the end of the year demonstrate the need for additional spending for the following reasons;

- Vacancies in key roles need to be filled by use of external support - agency staff and temporary quantity surveyor services in order to ensure continued service delivery. The use of external support is costly but is required to ensure that service delivery does not suffer.
- Supporting the delivery of a much larger Capital Programme requires extra surveying staff
- Cover of long-term sickness in key roles has doubled costs for a number of months. This situation is now resolved.
- Speeding up delivery of new affordable homes requires additional resources and expertise.

	£
Projected additional cost (as described above)	106,323
Add unachieved Vacancy Savings Target	48,000
Less Project manager Ockford Ridge redevelopment to be funded from Stock Remodelling Reserve	-35,000
Total additional cost	£119,323

60.3 The above position represents a worst-case scenario and allows for the continued use of agency staff until 31st March 2014. Recruitment of new permanent staff will help to reduce the projected overspend and this process has already begun.

60.4 In preparing the 2014-15 Budget a full review of the staffing structure will be carried out in order to ensure the delivery of the HRA Business Plan and corporate objectives.

60.5 At its meeting on 17 September 2013, the Audit Committee considered a number of overdue audit recommendations relating to the Housing service. The Committee felt that more support and resources were needed in order to ensure that future recommendations were met by their due dates and as such they wished to endorse the Head of Housing Operations's request for additional spending on staffing.

60.6 Waverley's Medium Term Financial Strategy has been revised to take account of Waverley's latest financial position and the emerging financial pressures and opportunities in the coming years. The document covering the period 2014-15 to 2017-18 is included at Annexe 2. The annual Finance Seminar presented the key issues to Councillors ahead of the budget setting process.

60.7 The following are the key financial strategy issues arising from the Finance Seminar held on 10 September:

- £8million saving in last 5-years' Budgets including £3m staff costs

- Further reduction in Government grant in 2013-14 with new funding regime introduced
- Budget shortfall estimated at £4m over next 4-years; £800k in 2014-15
- Some future savings identified already
- £8.7m housing repairs backlog to be cleared 2013-14
- As part of Budget process the Council will review Interest Income projections particularly from 2016-17 onwards.

60.8 For the HRA the more positive position continues, with resources now in place from rents and grants to meet decent homes backlog repairs by 2014 and to invest significant sums for new affordable homes and to improve existing council house stock.

60.9 In January, the Council agreed its local scheme of council tax support which replaced council tax benefit from 1 April 2013. The Government cut Waverley's funding for council tax benefit by £600,000 (WBC's proportion is approx. £67,000). The six changes that Waverley made to the scheme were expected to reduce the support for around 900 working age claimants and have saved over £200,000 of this budget shortfall.

60.10 The actual impact of the changes is now clear. From the 852 claimants affected by the new scheme, as set out in the table below, there are 655 households that receive less support towards their council tax in 2013/14 compared to the previous year.

Changes	Number of Claimants	No. of changes that apply
Limit to maximum Band D	635	1
Treat child maintenance as income	191	2
Increase earnings disregard from 16 to 24hpw	21	3
Increase Non Dependent deductions	4	4
No Second adult rebate	1	5
Limit minimum award to £5pw	0	6

60.11 Waverley established a hardship fund to support those affected through the transition and is working with council tax payers who are experiencing difficulty paying their council tax. Given that Waverley has already implemented a thoroughly considered range of measures following a comprehensive consultation in 2012, and a detailed impact assessment, it is proposed that the current council tax support scheme is not changed in 2014/2015 and a further review involving public consultation is not necessary.

60.12 The Executive noted the mid-year revenue Budget projection and acknowledged that no immediate action is required for 2013-14 and RESOLVED to

1. approve the Structural Repairs over £5,000, totalling £18,005 as scheduled to be included in the 2013-14 HRA Capital Programme;
2. agree the updated Medium Term Financial Strategy; and
3. to continue to monitor the budget closely during the remainder of 2013-14.

60.13 The Executive accordingly

RECOMMENDS that

2. **in light of the advice from officers on the medium term financial outlook, officers be asked to review the Senior Management Team staffing structure, with the aim of streamlining the structure and offering financial savings, so that the Executive can receive reports in the next cycle and consider if it wishes to make a recommendation on the Senior Management Team Structure to the 10th December 2013 Council meeting;**
3. **a supplementary estimate of £120,000 on the HRA to meet the projected shortfall on the staffing budget; and**
4. **the current Council Tax Support Scheme in 2014-15 be continued.**

[Reason: to provide a projection of the total expenditure and income position for the General fund and the Housing Revenue Account for 2013-14 compared with the budget.]

61. REVIEW OF PLANNING OFFICER SALARIES AND PROPOSED CHANGES TO ESTABLISHMENT

61.1 The planning function is a high profile and important part of the Council's statutory duties and has the difficult task of balancing development needs against the environmental constraints which exist in the Borough. To deliver the Council's aspirations for the Service, it needs to recruit and retain highly qualified professional planning staff. Planning Officers are employed either in delivering the development control function (planning applications, appeals and enforcement) or in plan preparation (local plan and supplementary planning guidance).

61.2 In recent years the Service has experienced a high level of turnover as staff have left to advance their career elsewhere in both the public and private sector. As a result, in 2012/2013 12 recruitment exercises were carried out (including re-advertisements) out of a headcount of 26 professional planning posts. As a consequence 6 Development Control officers have less than one years service. Changes in national planning policy and the Government's growth agenda will further increase the demand for planners in both public

and private sectors.

- 61.3 Current levels of turnover has impacted upon the efficiency of the service in terms of the estimated time to competency of 3 months; on our level of customer service (i.e. relationships with ward Councillors, applicants), local knowledge and continuity on planning applications and wider public confidence in the service.
- 61.4 Staff turnover also imposes additional costs as the Service has had to appoint agency staff on short-term contracts to maintain capacity. Between September 2011 and May 2013, 15 temporary agency planning officers were employed with an average length of service of 2.5 months. In addition, since 2009/2010 the average annual spend on agency staff in Planning has been £100,000.
- 61.5 Typically the average cost of employing an agency planner is 1.5 times the cost of employing a full-time planner in an established post. Despite this cost, the calibre and experience of agency staff is such that they are not always able to perform as efficiently as permanent staff. Their lack of local knowledge and well-developed relationships with Councillors and applicants mean that they operate at Planning Officer level with permanent staff adjusting their duties to temporarily fill vacant posts at a more senior level.
- 61.6 There are also both the direct and indirect costs of recruiting permanent staff. Since 2009/2010, the average yearly spend on recruitment advertising for permanent staff has been over £5,500, while the process of recruitment and training new members of staff also takes up considerable Officer time.
- 61.7 As a consequence of high levels of staff turnover, extensive salary benchmarking has been undertaken. The analysis is set out in Annexe 3. This has demonstrated that the salaries of professional planners within Waverley are not competitive in the local authority market. It should also be noted that at the same time the private sector increasingly also offers competitive opportunities for planners. Over the past decade the proportion of Royal Town Planning Institute members employed by local authorities has fallen so that this year local authority employees represent just 43% of membership, down from 54% in 2000.
- 61.8 As part of the salary benchmarking exercise, data was collected from six other Surrey authorities (Guildford, Woking, Epsom & Ewell, Tandridge, Spelthorne and Reigate & Banstead). Runnymede, Elmbridge and Surrey Heath were also contacted but did not provide data. Information was also included from the SEE Regional Pay and Benefits Survey 2011 and E-paycheck, the new public sector pay comparator coordinated by South East Employers, to which Waverley has subscribed and which supplied data provided anonymously by 11 authorities in the South East. None of the 6 Surrey authorities that responded to our survey, or the 11 authorities that reported data to E-paycheck reported recruitment or retention difficulties with these posts.
- 61.9 Annexe 4 is a proposed salary structure for professional planning officers, up to and including Section Manager level.

61.10 The estimated additional cost of the proposal during 2013/2014 of £18,220 can be met from projected Planning salary savings (latest available saving is £97,000) whilst still enabling the Service to achieve the target salary saving of £47,300.

61.11 Beyond 2013/2014 the full cost of these recommendations (of £89,330 by 2017/2018) cannot be met by the existing salary budgets in Planning. Annexe 5 sets out the projected cost over the next four years. However the cost is likely to be offset by:

- Some continued staff turnover such that assumptions about increased salary costs are likely to be over estimates.
- The likely retirement (and non replacement) of the Historic Buildings equating to £26,000 per year.
- One current post (Brightwells Officer planning officer) will in the longer term be deleted with the post holder moving into another post when one becomes vacant.
- Potential significant reduction in agency costs as a consequence of improved recruitment and retention of staff
- Potential for increased income from planning fees (this is currently projected to be above budget by £100,000 in 2013/2014) and may increase further in the longer term as the Council has to accommodate increased levels of house building in line with the Government's growth agenda.
- Potential increases in income from revisions to the Council's pre-application charging regime which will brought forward through the Star Chamber process.
- Reduction in salary costs outlined in the section below.

61.12 It is proposed to make some changes to the establishment as follows:

Establishment changes	Estimate 2013/2014 £
Policy Planner Post P/T (CD15) - vacant	21,101
Policy Planner Post F/T (CD08) - vacant	30,498
Housing Enabling Manager F/T (HB01)	51,492
	103,091
Proposal:	
Principal Policy Planner (new post)	43,490
Policy and Information Officer (CD05) additional 6 hours per week	7,000
Housing Enabling Manager P/T (HB01)	30,880
	81,370
Saving against 2013/2014 estimate	-£21,721

61.13 The financial implications of the above are an estimated saving of £21,721 against the 2013/2014 budget.

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01.10.13

61.14 Annexe 6 shows the current and proposed changes to the Planning Policy team structure

61.15 There will be no adverse service implications of these changes. The reduction in hours of the Housing Enabling Manager has already been implemented. The creation of a Principal Planner post will provide capacity at a senior level in taking forward the Core Strategy and supporting the neighbourhood planning process.

61.16 The Planning payscale changes will result in an estimated total additional cost of £89,330 across the different categories of Planning officer.

61.17 The estimated net cost of the changes contained in this report is £67,609.

61.18 The Executive

RECOMMENDS that

5. the revised professional planning salary structure be agreed with an implementation date of November 2013; and

6. the changes to the Establishment of the Planning Service be agreed.

[Reason: to recommend to the Council the introduction of a professional planning officer salary structure and changes to the establishment in the Planning Service.]

62. IMPLEMENTING INCREASED RENTS IN TEMPORARY ACCOMMODATION FOR BED AND BREAKFAST

62.1 To maximise the rental income from temporary accommodation and Bed and Breakfast approval is being sought to increase the weekly charges from January 2014. An increased rental stream will better reflect the additional costs of providing temporary accommodation and ensure that there is no incentive to applicants to accept temporary accommodation or Bed and Breakfast.

62.2 The Council's six units of temporary accommodation at Chapel Court, Milford comprises of a mix of one-bedroom self-contained flats and flats with en-suite bedrooms and shared facilities. The five units of temporary accommodation at Ladymead are being replaced by new permanent affordable homes

63.3 The weekly rent charged for the 1-bed flats at 1 and 2 Chapel Court is £95.34 per week and the weekly rent for the en-suite rooms at 3 – 6 Chapel Court is £79.16 per week. These rents are significantly below the maximum payable by Housing Benefit, which are set at the Local Housing Allowance (LHA) rate.

63.4 Households that move into private rented housing are likely to be charged rents that are close to the maximum LHA rate and those who access homelessness prevention units provided by local housing associations, pay affordable rents set at 80% of market rents.

63.5 The Council has arrangements in place with Bed and Breakfast providers in Ash Vale and Slough. These providers are widely used by homelessness services across Surrey and regarded as reputable establishments to provide a specialised emergency accommodation service.

63.6 The Council is charged the following rates:

- Slough/Ash Vale: £60 per night for a single room which is equivalent to £1820 pcm, £80 for a family room equivalent to £2,426 pcm. Both charges include breakfast.
- Travelodge: £54 per night on average equivalent to £1,638. This does not include breakfast.

The Council makes the following weekly charge to homeless households:

Rent	£81.37
Heating/lighting	£12.50
<u>Breakfast</u>	<u>£ 2.45</u>
Total	£96.32 per week equivalent to £417.39 pcm

63.7 The net monthly cost to the Council of providing emergency accommodation to a single person in B&B in Slough is £1,402.61. The cost to the Council is greater when accommodating family households as the amount charged to the Council per room is greater for a larger room.

63.8 Housing Benefit regulations allow the Council to charge for Bed and Breakfast accommodation up to the relevant one bedroom rate as at January of the previous year. This means that the current rates are:

Blackwater Valley:	£135 per week
Guildford:	£161.54 per week
Slough:	£146.54 per week

63.9 Housing Benefit is payable at 100% of LHA rate for shared accommodation and 90% of LHA rate for self-contained accommodation. This would allow the Council to increase the rents to this level and continue to be covered by Housing Benefit for those who receive it.

63.10 However, in order to recognise the impact of the benefit cap which will restrict the housing credit element to £133.85 per week for households of up to 5 people, when it is introduced in October 2013, and reduce risk of associated rent arrears, it is recommended that:

- the rent increase for temporary accommodation should be to 80% LHA for 1 bed flats and kept at the same level for the en-suite rooms
- B&B charges area increased from £81.37 per week to £133.86 per week (£580.06 per month) in line with the proposed rate for one bedroom accommodation.
- where breakfast is provided, the breakfast charge is increased from £2.45 per household per week to £3 per person per night (£91 pcm) to better reflect the amount and the quality of food provided
- the heating/lighting charge is increased to £13 per week per household, as set out in the table below:

Address	Monthly (weekly) rent	Maximum LHA rate Monthly	Maximum HB payable (set at 90% LHA rate for 1+ beds)	80% LHA rate	Suggested revised monthly (and weekly) charges
1 Chapel Court (1 bed ground floor flat)	£412.14 (£95.34)	£725.01 (1 bed rate)	£652.09	£580.08	£580.08 (£133.86)
2 Chapel Court (1 bed first floor flat)	£412.14 (£95.34)	£725.01 (1 bed rate)	£652.09	£580.08	£580.08 (133.86)
3-6 Chapel Court (en-suite rooms)	£330.81 (79.16)	£360.01 (shared room rate)	£360.01	£288.01	No increase – to remain at current level of £330.81
Bed and Breakfast Ash Vale Guildford Slough		£585.00 £700.01 £635.06	N/A		£580.08 (£133.86) Breakfast = £91 p/p pcm or £21 p/p per wk Heating = £56 pcm per h/hold (£13 per h/hold per week)

63.11 It is also recommended the temporary accommodation and Bed and Breakfast rates are reviewed annually and where appropriate increased in line with LHA rates.

63.12 The majority of households that move into temporary accommodation and Bed and Breakfast are in receipt of Housing Benefit to cover the cost of the increased rent, but they would need to pay breakfast and heating charges from their benefits.

63.13 The Executive

RECOMMENDS that

7. **the proposed increase in rents for temporary accommodation and Bed and Breakfast come into effect from 1st January 2014.**

[Reason: to seek approval on increasing the rents in temporary accommodation and for Bed & Breakfast, as recommended within the 2013/14 budget process]

64. REVIEW OF THE LANDLORD SERVICES TEAM IN THE HOUSING SERVICE

64.1 The Housing Service has significant challenges around staff engagement: communication, morale, trust, empowerment and work loads.

- 64.2 It is proposed to delete the Landlord Services Manager post and redirect the resources to front-line services by establishing an additional Tenancy & Estates Officer and an additional Rents Arrears Officer. The proposed structure is attached at Annexe 7 and financial implications are detailed in Annexe 8.
- 64.3 The flatter management structure will allow:
- Fast and clear communication
 - Quicker decision making
 - Empowerment
 - Effective response to opportunities and threats
- 64.4 The Landlord Services Managers post was a barrier to the Head of Housing communicating with the front-line staff.
- 64.5 Moreover there was a lack of clarity on who was responsible for the development of policies and procedures for the service, the Landlord Services Manager or the Service Development Team. Under this proposal the Service Development Team will have the responsibility.
- 64.6 The proposals would allow the Head of Service to build a professional and committed Landlord Services Management Team that would deliver a 'joined up' customer focussed service.
- 64.7 The proposal will allow the service delivery 'patches' to be reconfigured to allow equal workloads for the Officers.
- 64.8 At its meeting on 17 September 2013, the Audit Committee considered a number of overdue audit recommendations relating to the Housing service. The Committee felt that more support was needed in order to ensure that future recommendations were met by their due dates and as such they wished to endorse the Head of Housing Operations's proposal for restructuring and additional resources.
- 64.9 The Executive

RECOMMENDS that

- 8. the Landlord Services Managers post be deleted;**
- 9. an additional Tenancy & Estates Officer position be established;**
- 10. an additional Rent Arrears Officer post be established; and**
- 11. an additional Orchard Systems Administrator post be established.**

[Reason: to seek approval on the proposed development of the Landlord Services Team in light of the Landlord Services Manager position being vacant.]

65. PRIMARY AUTHORITY PARTNERSHIP SCHEME

- 65.1 It is proposed that the Council operate a Primary Authority Partnership (PAP) Scheme for businesses that trade across Council boundaries. This means that a business, regardless of its size, could enter into a legally recognised partnership with the Council, receiving an agreed package of advice and support relating to the Environmental Health Service functions of food, and health and safety. This would be chargeable on a cost recovery basis. Any proposed agreement(s) would be ratified by the Better Regulation Delivery Office (BRDO).
- 65.2 The PAP scheme is gathering momentum nationally, currently with approximately 750 partnerships across more than 100 Local Authorities. The scheme provides benefits for the local authority and for businesses.
- 65.3 The Council has not currently identified a primary authority agreement that it wishes to put forward. Should the opportunity arise it is important that legal authority is approved by the Council to enter into an agreement under the provisions of section 25 of the Regulatory Enforcement and Sanctions Act 2008.
- 65.4 The Executive RESOLVED
1. to approve the Council entering into legal Primary Authority agreements with businesses under the provisions of Section 25 of the Regulatory Enforcement and Sanctions Act 2008;
 2. that the Environmental Health Team promotes the Primary Authority Scheme to businesses based on the arrangement of £60 per hour and that agreements be negotiated as appropriate on that basis; and
 3. that the Scheme be reviewed after 12 months.
- 65.5 The Executive accordingly

RECOMMENDS that

- 12. authority be delegated to the Strategic Director in consultation with the Portfolio Holder and Deputy Chief Executive to enter into Primary Authority partnerships for the purposes of the Regulatory Enforcement and Sanctions Act 2008 and that the Scheme of Delegation be amended accordingly.**

[Reason: seeks member approval to enter into an agreement(s). Any proposed agreement(s) would be ratified by the Better Regulation Delivery Office (BRDO).]

66. SCRAP METAL LICENSING – NEW LEGISLATION

- 66.1 There are a small number of businesses in Waverley that deal with scrap metal (Scrap Metal Dealers and Motor Salvage Operators) and they are required to register this. To reduce the potential for metal theft, fraud and

money laundering, changes to the record keeping processes and payments were introduced by central government in September 2012.

- 66.2 Since then, government has looked again and decided to remove the registration requirement on such businesses and replace it with one licensing system covering both arms of scrap metal dealing, under the Scrap Metal Dealers Act 2103 (the 2013 Act). New transitional arrangements were released in August – this report is based on the information contained in these updates and a guidance document released by the Local Government Association, but a number of issues remain outstanding.
- 66.3 Transitional arrangements: It is understood that currently registered scrap metal dealers and motor salvage operators will be able to apply for a new licence from 1st October 2013. Provided they make their applications before 16th October currently registered scrap metal dealers will automatically be deemed to hold a temporary licence pending completion of formal suitability assessments. Deemed licences will run until the application is determined but the Home Office is recommending a completion date of 1st December, by which time Licensing Authorities are expected to have concluded their licensing processes.
- 66.4 Any scrap metal dealers caught by the new legislation who are not currently registered will be able to apply from 1st October but will not receive an interim licence. The application will be processed under the 2013 Act and determined accordingly; trading without a licence will be an offence and full enforcement of the provisions of the 2013 Act will commence 1st December 2013.
- 66.5 Although the primary legislation has been passed a lot of work is still required, mainly through provision of detailed guidance for operators and Licensing Authorities, and passing of Statutory Instruments to set detailed regulations, including:
- Issue of regulations setting out the form & content of licences.
 - Issue of formal guidance to local authorities on suitability assessment.
 - Issue of regulations setting out relevant offences to be considered in assessing suitability of applicants.
 - Issue of regulations specifying requirements for verifying the identity of persons supplying scrap metal.
 - Issue of guidance for applicants on applying to "Disclosure Scotland" for basic criminal record checks.
- 66.6 There are currently six registered scrap metal dealers (including one itinerant collector) and one motor salvage operator in Waverley. No fees are currently payable, although the Council introduced a registration fee of £109 for motor salvage in 2013-14 which would have fallen due to that one operator on renewal, in January 2014. Registration currently last 3 years and the new licensing regime mirrors this. The £109 fee will no longer be required but fees will need to be set for the two types of scrap metal dealer licences: Site licences and Collectors' licences, as well as for variations and renewals under each category.

- 66.7 Fees must be set locally by each local authority on a cost recovery basis, so will provide the funding needed to administer the regime and ensure compliance. In accordance with the EU Services Directive, the Provision of Services Regulations 2009 and current case law, fees set must not exceed the costs of providing the authorisation service.
- 66.8 Local authorities have a duty to have regard to guidance issued by the Secretary of State which outlines issues to be considered when setting the fees and what activities the fees can cover. The guidance states the fees should reflect the time spent:
- assessing and administering applications
 - processing applications
 - having experienced licensing officers review applications
 - storing applications
 - consulting on the suitability of an applicant
 - reviewing relevant offences
 - the decision on whether to issue a licence
- 66.9 Licence fees can also include:
- the cost of issuing a licence in a format which can be displayed
 - the cost of consulting the local authority's enforcement records in order to determine the suitability of the applicant
 - costs associated with contested applications
- 66.10 The licence fee cannot be used to support enforcement action against unlicensed scrap metal dealers, and such action must be funded through existing resources.
- 66.11 Unfortunately the fee-setting guidance has been issued very late in the day. It is understood that currently registered premises will have deemed licences even if the accompanying paperwork is incomplete. Interim fees for new applications have been agreed by CMT in order to take payment pending the setting of a fee. Applications are not valid without the payment of a fee and the Council's timetable, due to the lateness of guidance, means this will not be formally resolved by 1st October. Any shortfalls or overpayments arising out of the interim fees will be recovered or remitted.
- 66.12 Applicants would need to be notified that the payment represents the estimated fee, and that should the fees finally set be greater or less than the estimated fee, any resultant shortfall or excess would be recovered or remitted.
- 66.13 Using the above guidance in the fee-setting process a charge of £440 for Site Licences and £400 for Collectors' Licences is recommended, with lower levels for renewals and variations. Some previously unregistered businesses may now fall under the 2013 Act and these will be identified, assessed and advised accordingly.
- 66.14 A number of powers are included in the 2013 Act, many of which reflect existing practices under other regulatory regimes. The Council's Scheme of Delegation should be amended to include the new provisions. Whilst

addressing this, the Council may wish to take the opportunity to correct some errors in the current Scheme (Annexe 9).

- 66.15 A scrap metal dealer aggrieved by a decision of the Council has a right to make representations, in writing or orally, detailed in Schedule 1 of the 2013 Act. Such representations should be heard by an appointed person (Head of Service) and their right of appeal is directly to the Magistrates' Court.

	Scrap metal dealers licence by type	Proposed fee £
1	Site - new application	440
2	Collector's - new application	400
3	Site -- renewal	248
4	Collector's -- renewal	208
5	Site to Collector's -- variation	377
6	Collector's to Site - variation	416

- 66.16 The Licensing and Regulatory Committee considered the report at its meeting on 26th September 2013 and made no comments other than to endorse the proposal.

- 66.17 The Executive

RECOMMENDS that

- 13. a fee of £440 and £400 for Site and Collectors' licences respectively be set; of £248 and £208 for their respective renewals, and of £377 and £416 for variations to Site and Collector's licences; and**
- 14. the Scheme of Delegation be amended to reflect the new Scrap Metal licensing regime, and that the previously identified errors in the scheme of delegation be corrected.**

[Reason: to receive information about new legislation, the Scrap Metal Dealers Act 2013, which is due to come into force fully in December 2013]

67. OCKFORD RIDGE: BUYING BACK PROPERTIES SOLD UNDER RIGHT TO BUY

[This item contains 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 3 of the revised Part I of Schedule 12A to the Local Government Act 1972, namely:-

Information relating to the financial or business affairs of any particular person (including the authority holding that information)]

- 67.1 In June 2013, the Council embarked on an ambitious investment project to redevelop and refurbish homes at Ockford Ridge to enhance the estate for the benefit of current and future generations.

- 67.2 Of the 203 homes at Ockford Ridge, 61 have been sold under Right-to-Buy. There are only six properties previously sold through Right-to-Buy in the areas identified for redevelopment, where the intention is to replace 58 existing homes with 92 new-build homes.
- 67.3 The remainder of the estate has been identified for refurbishment, although some properties may be rebuilt on their existing footprint to provide modern, well-designed and energy efficient new homes because the cost of refurbishing them is too high.
- 67.4 The Council has been approached by three owner-occupiers within the refurbishment areas who are interested in selling their properties back to Waverley. These would provide additional homes for temporary accommodation during the build programme and increase the housing stock in Ockford Ridge in the long term.
- 67.5 A valuation has been carried out by the Council's Estates Team and assessed each of the properties. Details are included in (Exempt) Annexe 10.
- 67.6 The framework for the approval process for the purchase of former Council-owned properties was agreed by Council in July 2013. It set a borough-wide threshold of £230,000 for two-bedroom properties and £250,000 for three-bedroom properties. As market values are higher in Godalming, it would be necessary to agree a price above the threshold to enable the purchases to proceed. There would be no requirement to pay additional compensation, such as home loss payments, to owners of properties in the areas identified for refurbishment.
- 67.7 The Executive

RECOMMENDS

- 15. the purchase of two two-bedroom properties at Ockford Ridge, and one three-bedroom property at Ockford Ridge, subject to final agreement between the Portfolio Holder for Housing Delivery and the Deputy Chief Executive, to be funded from the new affordable homes reserve.**

[Reason: to seek approval to purchase three houses within the refurbishment area at Ockford Ridge to provide additional properties for use during the redevelopment programme and increase the housing stock.]

68. EXCLUSION OF PRESS AND PUBLIC

At 7.30p.m. it was

RESOLVED 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 items 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

these items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the following paragraphs of the revised Part I of Schedule 12A to the Act, namely:-

Minute 69

Information relating to the financial or business affairs of any particular person (including the authority holding that information) (paragraph 3)

69. REFURBISHMENT OF ROLSTON HOUSE

The Executive considered a report on this matter, attached as (Exempt) Annexe 11 and now

RECOMMENDS that

16. **The recommendations set out in (Exempt) Annexe 11 be agreed.**

Background Papers

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

Part II – Matters Reported in Detail for the Information of the Council

There were no matters falling within this category.

Part III – Brief Summaries of Other Matters Dealt With

70. EXECUTIVE FORWARD PROGRAMME

RESOLVED that the forward programme of key decisions for Waverley Borough Council be adopted.

71. CORE STRATEGY – UPDATE

Item withdrawn from the agenda.

72. BRIGHTWELL TENNIS CLUB & RIVERSIDE II CAR PARK, FARNHAM

[This item contains 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 3 of the revised Part I of Schedule 12A to the Local Government Act 1972, namely:-

Information relating to the financial or business affairs of any particular person (including the authority holding that information)]

RESOLVED

1. that money be released and the order be placed for the building of five new tennis courts and pavilion for Brightwell Tennis Club (Phase 2 of the works);
2. that money be released and the order be placed for the extension to the Riverside 2 car park (Phase 3 of the works), subject to the removal of Planning condition 5; and
3. that the current lease at Brightwells Gardens be surrendered following the completion of building works to construct the tennis courts and pavilions, and a new lease of land adjacent to Riverside 2 be granted to Brightwell Tennis Club for a period of 25 years on the terms set out in (Exempt) Annexe 1.

[Reason: to seek authorisation to place the order for the building of five new courts and pavilion for Brightwell Tennis Club (Phase 2) and extension of the Riverside car park (to provide 198 extra spaces – Phase 3).]

73. WAVERLEY COMMUNITY PARTNERSHIP AND WAVERLEY VOLUNTARY GRANTS PARTNERSHIP 2014/15 FUNDING ROUND

RESOLVED

1. to open the 2014/15 funding round; and
2. the overall funding process as detailed within the report.

[Reason: to seek approval to continue to support the Waverley Community Partnership scheme and the Waverley Voluntary Grants Partnership in 2014/15.]

74. BUDGET MONITORING STATEMENT – DEVELOPERS' CONTRIBUTIONS

Noted the position and RESOLVED to ask officers to submit their capital schemes which utilise developers' funds for approval in 2013/14 or for inclusion in the 2014/15 Capital programme.

[Reason: to inform Members of the latest monitoring position for developers' contributions.]

75. WEY COURT AND RIVERSIDE CAR PARKS: APPROVAL TO SUBMIT PLANNING APPLICATIONS

RESOLVED to approve the submission of planning applications for the erection of temporary strategic sites at Meadow and Riverside car parks to facilitate the Decent Homes (kitchen and bathroom renewal) Programme.

[Reason: to seek approval for the submission of planning applications to allow temporary storage sites to be erected at Meadow and Riverside car parks to facilitate the Decent Homes (kitchen and bathroom renewal) Programme.]

76. SURREY WASTE PARTNERSHIP PROPOSALS FOR SUSTAINABLE FUNDING

Noted that a 3% increase in this new base for recycling credits was anticipated from April 2015, and in other subsequent years, REVOLVED to

1. pool the equivalent of 2% of its annual 3% rise in recycling credits in the financial year 2014/15; and
2. note a new base level of recycling credit payments as a consequence of this reduction, thereby allowing a similar contribution to be made in subsequent years, subject always to annual approval.

[Reason: to seek approval for proposals to ensure the ongoing sustainable funding of the Surrey Waste Partnership for 2014/15.]

77. MILFORD CONSERVATION AREA APPRAISAL

RESOLVED to approve the draft CAA for Milford for the purposes of public consultation.

[Reason: to gain authorisation to undertake a formal public consultation on the draft Conservation Area Appraisal (CAA) for the Conservation Area (CA) of Milford.]

78. COMPLAINTS ABOUT WAVERLEY'S SERVICES RECEIVED BY THE LOCAL GOVERNMENT OMBUDSMAN IN 2012-13

The Executive noted the report.

[Reason: To provide information on the Ombudsman's new approach to dealing with complaints which came into effect on 29 October 2012.]

79. FREEDOM OF THE BOROUGH

RESOLVED to adopt the guidelines and that future events be held every four years from 2015 onwards.

[Reason: To suggest a framework for future Freedom of the Borough Parades]

80. REVIEW OF PARTICULAR POLLING PLACES

RESOLVED that

1. with regard to the Hale Village Institute, agreed to the Council seeking representations from such persons as it thinks have particular expertise in relation to access to premises or facilities for persons who have different forms of disability;
2. these representations be sought as part of a compulsory Review of Polling Places that is now required to be conducted Borough wide after 1 October 2013;

3. with regard to the Hale Village Institute, agreed to the Council seeking representations from political parties as to the suitability of this venue. These representations to be sought as part of the Review of Polling Places that is now required to be conducted Borough wide after 1 October 2013;
4. Busbridge Junior School continue to be the designated polling place for Busbridge and that enquiries continue in the Busbridge parish to establish if a suitable alternative can be found;
5. enquiries continue with regards to the Cricket Pavilion on the Bourne Green as part of the Review of Polling Places that is now required to be conducted Borough wide after 1 October 2013;
6. the designated polling place of The Scout Hut, Charterhouse Road, continue in the absence of any other suitable venue; and
7. The Vestry, Dockenfield continue to be the designated polling place for Dockenfield in light of the objections received from Dockenfield Parish Council and the assistance that has been offered by the Parish Council with the staffing of the polling station in forthcoming elections.

[Reason: to receive the representations received for the Review of Particular Polling Places and decide on the outcomes]

81. PERFORMANCE MANAGEMENT EXCEPTION REPORT QUARTER 1
(APRIL-JUNE) 2013-14

RESOLVED to note the performance figures for Quarter 1 (April - June) 2013/14 as set out at Annexe 1 and the action plans attached at Annexe 2 for those indicators identified as more than 5% off target; and

1. thanked the Overview & Scrutiny Committees for their observations regarding the Quarter 1 performance; and
2. accepted the recommendations of the Overview and Scrutiny Committee.

[Reason: to receive the comments and recommendations of the Overview and Scrutiny Committees]

82. SCOPING REPORT- REVIEW OF ENVIRONMENTAL HEALTH SERVICE
ENFORCEMENT POLICY

RESOLVED to establish an Environmental Health Enforcement Sub-Committee consisting of the following Members: Councillors Jim Edwards, Jenny Else, Roger Steel, Diane James, Nick Williams and Nick Holder.

[Reason: to set out the proposed parameters of the review for discussion and seek approval of membership of the Sub-Committee to take forward the review.]

83. FLEXIBLE RETIREMENTS

[This item contains 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 I of Schedule 12A to the Local Government Act 1972, namely:-

Information relating to an individual]

RESOLVED that Postholder CC05, be granted flexible retirement from January 2013, in accordance with the Council's flexible retirement policy and that the changes to the team referred to in the report be agreed.

The meeting commenced at 6.45p.m. and concluded at 7.45p.m.

Chairman

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**Waverley Borough Council Parking Guidelines (August 2013) Waverley Borough Council
Parking Guidelines (October 2012)**

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Waverley Borough Council Parking Guidelines (August 2013) ~~Waverley Borough Council Parking Guidelines (October 2012)~~

1. Introduction

1.1 These guidelines set out the level of car parking expected for new developments in Waverley. The guidelines are divided into two main sections, one dealing with non-residential development, and one dealing with residential development. In addition to this, the document sets out guidelines for cycle parking provision, disabled parking and school parking requirements.

1.2 Surrey County Council has recently issued its "Vehicular and Cycle Parking Guidance" (January 2012). This guidance has been commended to the 11 local planning authorities in Surrey for use in their Local Development Frameworks (LDFs). This new guidance supersedes the County Council's 2003 parking guidelines.

~~1.3 In relation to non-residential development the Waverley Borough Council is adopting the County Council's Guidelines. The Council is also adopting the County Guidance in relation to cycle parking provision, disabled parking and school parking.~~

~~1.4 In relation to residential development, the Council has produced specific guidelines for Waverley. These are a development of the County Council's guidance, reflecting local circumstances. There are different guidelines depending on the size of dwellings and depending on the location. Two zones have been proposed, based on the accessibility of a site to employment, services etc. and access to public transport. The 2012 County Guidelines have been used as the starting point for developing local parking guidelines for Waverley. They have been amended in some cases to reflect local circumstances. In relation to non-residential development, the guidelines are not expressed as either a maximum or a minimum. Instead they provide an indication of an appropriate level of parking for the different uses. With regard to residential development, the guidelines are expressed as the minimum level of parking that would normally be expected.~~

1.54 Once adopted, the Waverley Borough Council Parking Guidelines will be a material consideration to be used to determine the appropriate level of parking within new developments in Waverley.

2. Policy Context

The National Planning Policy Framework (NPPF) (March 2012)

2.1 In March 2012 the Government published the new 'National Planning Policy Framework' (NPPF). An overriding aim of the NPPF is to contribute to the achievement of sustainable development. The NPPF contains a number of 'Core Planning Principles'. One of these relates to transport and states that planning

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Waverley Borough Council Parking Guidelines (August 2013) ~~Waverley Borough Council Parking Guidelines (October 2012)~~

should actively manage patterns of growth to make the fullest possible use of public transport, walking and cycling, and to focus significant development in locations which are or can be made sustainable.

2.2 There are a number of other Core Principles in the NPPF the achievement of which will be affected by the approach taken in relation to transportation and parking. For example, the aim of proactively driving and supporting sustainable economic development; the aim of securing high quality design; the aim of supporting a transition to a low carbon future; and the aim of promoting mixed use developments. Another aim of the NPPF is to have positive planning policies that promote competitive town centre environments.

2.3 The NPPF contains a specific section on promoting sustainable transport. It says that the transport system needs to be balanced in favour of sustainable transport modes, giving people a real choice about how they travel. The NPPF recognises, however, that different policies and measures will be required in different communities and that the opportunities to maximise sustainable transport solutions will vary from urban to rural areas.

2.4 In relation to parking, the NPPF says that if setting local standards for residential and non-residential development, local planning authorities should take into account:

- The accessibility of the development;
- The type, mix and use of development;
- The availability of and opportunities for public transport;
- Local car ownership levels; and
- An overall need to reduce the use of high-emission vehicles.

Department for Transport White Paper "Creating Growth, Cutting Carbon – Making Sustainable Local Transport Happen" (2011)

2.5 This White Paper forms part of an overall strategy to tackle carbon emissions from transport. It sets out what Government believes is the best way in the short term to reduce emissions at the local level, using the tools that are available now, principally by encouraging people to make more sustainable travel choices for shorter journeys. It suggests that either minimum or maximum standards are acceptable, depending on what is right for the area.

Waverley Borough Council Local Plan (2002)

2.6 Policy M14 of the Waverley Local Plan relates to car parking standards. It states that the level of car parking provision appropriate for individual development proposals will be assessed according to the location and type of development. It

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makes reference to the developer's own requirements, the accessibility of the location, and national and regional policy on parking issues.

Waverley Borough Council Core Strategy Pre-Submission Version August 2012

2.7 Although the Draft Core Strategy is not yet adopted, it does contain a relevant chapter on sustainable transport. Draft policy CS3 sets out a list of matters that need to be addressed in new developments including:-

- They are located where they are accessible to other forms of transport.
- They include measures to encourage non-car use such as on-site cycle parking.
- They are consistent with the Surrey Local Transport Plan.
- They encourage the provision of new and improved footpaths, bridleways and cycleways.
- They make appropriate provision for car parking, having regard to the type of development and its location, in accordance with local parking standards to be developed by the Council.

Surrey Local Transport Plan (LTP3) (2011-2026)

2.8 The overall vision of the Surrey Local Transport Plan is to help people to meet their transport and travel needs effectively, reliably, safely and sustainably within Surrey; in order to promote economic vibrancy, protect and enhance the environment and improve the quality of life. Within the Surrey Transport Plan is a more detailed parking strategy with the following objectives:

- Reduce congestion caused by parked vehicles.
- Make best use of the parking space available.
- Enforce parking regulations fairly and efficiently.
- Provide appropriate parking where needed.

Surrey County Council Vehicular and Cycle Parking Guidance (2012)

2.9 The latest parking guidance from Surrey County Council sets out standards for both residential and non-residential development. In relation to non-residential development, these guidelines are expressed as a maximum, albeit that in many cases there is also some flexibility to take account of the type of development and its location in deciding on the appropriate level of parking provision. In relation to new residential development, the County Council's guidelines are not expressed as either a maximum or minimum. They vary for different sizes and type of dwelling and also depending on location.

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Waverley Borough Council Parking Guidelines (August 2013) ~~Waverley Borough Council
Parking Guidelines (October 2012)~~

3. Parking Guidelines for Non-Residential Development

3.1 In relation to non-residential development, the Council has used the County Guidelines as a starting point for developing local standards. The proposed guidelines are set out in ~~is adopting the County Council's guidelines. These are set out in~~ **Appendix 1**. They provide guidelines for a range of commercial and other non-residential uses. In relation to these it should be noted that:-

- The guidelines are not expressed as either a maximum or a minimum. Instead, they set out the level of parking that would normally be expected for the particular use.
- ~~All parking levels relate to gross floor area, and are recommended as a maximum unless otherwise stated.~~
- Provision for uses marked 'individual assessment' will require their own justification and the inclusion of parking management plans, travel plans and cycle strategies where appropriate.
- Levels of parking per member of staff should be calculated using the average of those employed on the site at any one time.
- For retail development the standards apply to two zones. 'Town Centre' comprises the areas already designated as 'Town Centre' in the Waverley Borough Local Plan. All other areas fall within the 'Rest of Waverley'.
- If it is considered that a different level of parking should be provided that indicated by these Guidelines, then it will be necessary for the applicant/developer to provide evidence to justify any alternative level of provision.

4. Parking Guidelines for Residential Development

4.1 The Council has produced specific parking guidelines for residential development, in response to local circumstances and taking account of the guidance in the NPPF and drawing initially on the County Council's 2012 Guidelines.

4.2 The development of residential parking guidelines specifically for Waverley is partly in response to concerns that have been raised about parking provision in some new housing developments not being adequate, resulting in parking spilling onto surrounding roads or vehicles being parked in unsuitable locations within a new development. Having regard to this, and the high levels of car ownership in Waverley compared with both the national average and the average in Surrey, it is considered that specific guidelines are needed for new residential development in Waverley. Therefore, the proposed Waverley specific residential parking standards are intended to provide a level of parking that more closely reflects demand, taking account of car ownership levels in the borough and levels of access to local services and public transport.

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**Waverley Borough Council Parking Guidelines (August 2013) Waverley Borough Council
Parking Guidelines (October 2012)**

Car Ownership in Waverley

4.3 A comparison of car ownership levels in Waverley compared with those of Surrey, the south east as a whole and national statistics shows the following:

	All Households (TOTAL)	All cars or vans in the area	Average number of cars per household
Waverley	47,176	70,945	1.50
Surrey	433,176	633,771	1.46
South East	3,287,489	4,271,483	1.30
England	20,451,427	22,607,629	1.11

4.4 It is clear that the average car ownership levels in Waverley are higher than those of Surrey as a whole, but more importantly, in certain wards within the Borough levels vary greatly. For example, people residing in the Frensham, Dockenfield and Tilford ward own, on average, 1.89 cars per household, in comparison to Surrey's average of 1.46. In fact, 20 of the 29 wards have higher car ownership levels than those defined for Surrey as a whole.

Accessibility Zoning

4.5 When formulating residential parking standards it is important to consider accessibility to services by car and other modes of transport. In promoting sustainable forms of transport, the NPPF recognises that measures will have to vary depending, for example, on whether it is an urban area or a rural area. This can be achieved by creating zones based on accessibility, within which different standards will apply.

Accessibility in Waverley

4.6 The amount of parking provided should be practical to address the concerns associated with current parking provision, but sustainability is also an important consideration, given the broader aim of reducing carbon emissions by reducing the need to travel generally and encouraging non-car modes of transport where appropriate. Alternatives to the car should therefore be used wherever possible to encourage sustainable transport choices. Accessibility to main line train stations and other local services should be considered when devising parking standards.

Rail Travel

4.7 In Waverley practical alternatives to the car are fairly limited. There are two railway systems, the London Waterloo/Portsmouth line and the London Waterloo/Alton line. Both lines run a fairly frequent service so could be considered

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reasonable alternatives to the car; however both Witley and Milford stations are in more inaccessible locations.

Bus Travel

4.8 There is a network of bus routes through the main settlements. However, the rural areas of the Borough are less well served, partially due to high car ownership and consequentially low demand. Most services throughout the borough run hourly, with some even more infrequent services running in the rural areas. It is believed that none of these services therefore provide a complete alternative transport solution.

4.9 Given the rural/semi rural character of Waverley and the limitations of the local public transport system, it is unrealistic to assume that car ownership levels will decrease in areas where there is no immediate reliable alternative to the car. It is accepted that in Waverley, in most cases, local residents' principal means of travel will be by car.

4.10 The starting point for determining Waverley's residential parking guidelines was the Surrey County Council's recently published guidance. However, for residential development, it is not considered that this guidance adequately reflect local circumstances.

4.11 Therefore, the Council has produced its own local residential parking guidelines which it believes more accurately reflect the level of parking demand and the relative accessibility of different parts of Waverley Borough. The Council is proposing to use a zoning approach. These zones are intended to reflect the accessibility of different locations, whilst also being easy to understand and apply, hence the use of existing defined town centre boundaries.

4.12 The two zones proposed are:-

Zone 1: Town Centre -. (using the defined town centre boundaries in the Waverley Borough Local Plan 2002).

Zone 2: Rest of Waverley

4.13 The amount of car parking to be provided should be practical but, where appropriate, alternatives to the car should also be used to encourage sustainable transport choices. Appendix 2 sets out the proposed residential parking guidelines for Waverley; these include an allowance for visitor parking. These guidelines set out a minimum number of parking spaces that would normally be expected in the two zones. Where space permits it may be appropriate to consider increased provision.

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**Waverley Borough Council Parking Guidelines (August 2013)-Waverley Borough Council
Parking Guidelines (October 2012)**

5. Cycle Parking Levels, Disabled Parking and School Parking

5.1 The County Council's guidance includes specific guidelines for disabled parking, parking at schools and cycle parking provision. These apply to both residential and non-residential development. The County guidance on these matters has been incorporated in full in these Waverley Guidelines. They are set out in **Appendix 3**.

6. General Design Considerations

6.1 Attached as **Appendix 4** is some more general guidance on matters relating to parking layout and design.

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Waverley Borough Council Parking Guidelines (August 2013) ~~Waverley Borough Council
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Appendix 1

**Recommended Vehicular Parking Guidance for Non-Residential Development
– Maximum Vehicular Parking Levels**

Use Class	MAXIMUM Parking level per m² GFA
A1 Retail	
Food or non-food retail eg: small parades of shops serving the local community (up to 500m ²)*	1 car space per 30m ²
Food retail (500 m ² to 1000m ²)*	1 space per 25m ²
Food retail (above 1000m ²)*	1 car space per 14m ²
Non-food retail (500m ² or more)*	1 space per 25m ²
*Suggested reductions as stated or greater, to be applied based on location. Note: Retail parking to be provided as shared use where appropriate.	Town Centre 75% Edge of Centre 50% Suburban 25% Suburban/Edge/Village/Rural Rest of Waverley 0%
A2 Financial and Professional Services	
Banks, building societies and other Class A2 uses	1 space per 30sqm
A3 Food and drink	
Restaurants, snack bars and café's. For sale & consumption on the premises (if located beyond Town Centre locations).	1 car space per 6m ² No parking in town centres
A4 Drinking establishments	
Public houses, wine bars or other drinking establishments but not nightclubs (if located beyond Town Centre locations).	Individual assessment/justification No parking in town centres
A5 Hot Food Takeaways	
For sale & consumption of hot food off the premises (if located beyond Town Centre locations).	1 car space per 6m ² No parking in town centres
B1 Business	
Offices, research & development, light industry appropriate in a residential area – threshold of 2500m ²	A maximum range of 1 car space per 30m ² to 1 car space per 100m ² depending on location

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B2 General Industrial	
General industrial use	1 car space per 30m ²
B8 Storage/distribution (including open air storage)	
Warehouse – storage	1 car space per 100m ² 1 lorry space per 200m ²
Warehouse – distribution	1 car space per 70m ² 1 lorry space per 200m ²
Cash and carry	1 car space per 70m ² 1 lorry space per 200m ²
C1 Hotels	
Hotels, boarding and guest houses where no significant care is provided	1.5 car spaces per bedroom plus 1 coach space per 100 bedrooms OR Individual assessment/justification
C2 Residential Institutions	
Care home Nursing home	1 car space per 2 residents OR Individual assessment/justification
Hospitals	1 car space per 4 staff plus 1 car space per 3 daily visitors OR Individual assessment/justification
Residential colleges	Individual assessment/justification
Training centres	1 car space per 2 staff OR Individual assessment/justification
C3 Dwelling houses (family houses, up to 6 residents living as a single household, including households where care is provided)	See Waverley specific guidelines at Appendix 2
D1 Non-residential institutions	
Day Nurseries/Crèche	0.75 car spaces per member of staff plus 0.2 spaces per child Individual assessment/justification
Doctor's practices	1 car space per doctor, 1 car

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	space per 2 ancillary staff and 2 spaces per consulting room consulting room remaining spaces on individual assessment
Dentist's practices	34 car spaces per consulting room remaining spaces on individual assessment
Veterinary practices	44 car spaces per consulting room remaining spaces on individual assessment
Libraries, museums and art galleries	1 car space per 30m ² OR Individual assessment/justification
Public halls licensed for entertainment, unlicensed youth and community centres and Scout huts etc	1 car space per 3 persons OR per 3 seats OR per 20 m ² OR Individual assessment/justification
Places of worship	1 car space per 10 seats OR Individual assessment/justification
Schools/colleges/childrens centres, including student accommodation	Individual assessment/justification
D2 Assembly and leisure	
Theatres, cinemas, bingo clubs, dance halls and clubs	1 car space per 5 licensed persons OR Individual assessment/justification
Conference Centres	1 car space per 5 seats OR Individual assessment/justification
Exhibition Halls	1 car space per 6 m ² OR Individual assessment/justification
Stadia	1 car space per 15 seats OR individual assessment/justification
Health clubs/leisure centres	Individual assessment/justification

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Tennis and Badminton Clubs	4 car spaces per court OR Individual assessment/justification
Squash Clubs	2 car spaces per court OR Individual assessment/justification
Marinas and water sports	3 car spaces per hectare of water OR Individual assessment/justification
Field Sports Clubs	1 car space per 2 playing participants OR Individual assessment/justification
Golf Clubs and driving ranges	1 car space per 0.3 holes OR per driving bay OR Individual assessment/justification
Equestrian centres	1 car space per stable OR Individual assessment/justification
Other uses	
Pick your own fruit farms	9 car spaces per hectare of farmland OR Individual assessment/justification
Vehicle repair, garage and spares stores	1 car space per 20m ² OR Individual assessment/justification
Car sales establishments	1 car space per 50m ² car display area OR Individual assessment/justification
Exhaust and tyre centres	1 car space per 0.3-0.5 bays OR Individual assessment/justification
Sui Generis and all other uses not mentioned above	Individual assessment/justification

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**Waverley Borough Council Parking Guidelines (August 2013) Waverley Borough Council
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Appendix 2

Recommended Guidance for Residential Development

Locational Characteristics	Town Centre	Rest of Waverley
1 bed	1 space per unit	1 space per unit
2 bed	1 space per unit	1.52 spaces per unit
3 + bed	1.5 spaces per unit	2.5 spaces per unit

Elderly (sheltered) Housing:

- 1 car space per one or two bed self-contained unit; or
- 0.5 space per communal unit; or
- individual assessment

Accompanying Notes

- (1) These guidelines set out the minimum number of parking spaces that would normally be expected
- (1)(2) If it is considered that the number of spaces required is more than is necessary, information should be submitted with the application to justify a decreased provision (applies to all standards).
- (3) Where space permits it may be appropriate to consider increased provision.
- (2)(4) For the purpose of these Guidelines, 'Town Centre' is the area defined as town centre on the Inset Maps of the Waverley Borough Local Plan 2002.

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Appendix 3**Recommended Guidance for Minimum Cycle Parking Levels -**

Use Class	MINIMUM Standard
A1 Retail	
Food retail	1 space per 350m ² (out of centre) 1 space per 125m ² (town/local centre)
Non-food retail	1 space per 1500m ² (out of centre) with minimum 4 spaces 1 space per 300m ² (town/local centre)
Garden Centre (can also be classed under sui generis)	1 space per 300m ² (min 2 spaces)
All other retail uses	Individual assessment
A3 Food and drink	
Restaurants, snack bars and café's. For sale & consumption on the premises (if located beyond Town Centre locations).	1 space per 20 seats (min 2 spaces), town centre parking not necessarily required
A4 Drinking establishments	
Public houses, wine bars or other drinking establishments but not nightclubs (if located beyond Town Centre locations).	1 space per 100m ² (min 2 spaces), town centre parking not necessarily required
A5 Hot Food Takeaways	
For sale & consumption of hot food off the premises (if located beyond Town Centre locations).	1 space per 50 m ² (min 2 spaces), town centre parking not necessarily required
B1 Business	
Offices	1 space per 125m ² (min 2 spaces)
Research & development / light industry	1 space per 250m ² (min 2 spaces)

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B2 General Industrial	1 space per 500m ² (min 2 spaces)
B8 Storage or distribution (inc. open air storage)	1 space per 500m ² (min 2 spaces)
C1 Hotels/Guest houses	Individual assessment
C2 Residential Institutions	
Care homes/Nursing homes	Individual assessment
Hospitals	Individual assessment
Residential colleges	1 space per 2 students 1 space per 2 staff
Training centres	Individual assessment
C3 Dwelling houses (family houses, up to 6 residents living as a single household, including households where care is provided)	
Flats / houses without garages or gardens:	
1 and 2 bedroom unit	1 space
3 or more bedroom unit	2 spaces
D1 Non-residential institutions	
Day Nurseries/Crèche	1 space per 5 staff plus minimum 2 spaces
Doctor's practices	1 space per 2 consulting rooms minimum 2 spaces
Dentist's practices	1 space per 2 consulting rooms minimum 2 spaces
Veterinary practices	1 space per 2 consulting rooms minimum 2 spaces
Libraries, museums and art galleries	Individual assessment
Public halls licensed for entertainment, unlicensed youth and community centres and Scout huts etc	Individual assessment
Places of worship	Individual assessment
Schools/colleges	School Travel Plan required, to incorporate a site specific cycle strategy
D2 Assembly and leisure	Individual assessment
Sui Generis and all other uses not mentioned above	Individual assessment

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Disabled Parking

Parking for disabled drivers should be designed and provided in accordance with the appropriate government guidance. As a starting point, for non-residential development, an additional 5% of total parking spaces should be allocated for disabled users or a minimum of 1 space per 750m² (whichever is the greater) to meet demand. Such spaces should have dimensions of 3.6m by 5m and be located no further than 50m from an accessible entrance, (ideally the main entrance), clearly signed and under cover.

School Parking

New Schools, or those where expansion is proposed, are expected to develop, update and monitor School Travel Plans.

Cars

Operational requirements (broadly defined as staff and visitors) should be provided for only, together with overflow parking areas for community uses. Parent parking, pupil parking and drop off/pick up areas should not be provided as this is a disincentive to travelling by sustainable modes. For both new and existing sites there may be an exception if further on-street parking reduces ~~would reduce~~ highway safety or emergency access.

Measures to discourage parking should be considered first and could include car sharing, staggered school days, parking restrictions, parking permits issued on the basis of need and other measures as appropriate.

A parking management plan should be prepared and submitted as an integral part of any planning application where parking is an acknowledged problem.

Coach/Bus

On all new school sites where it is likely that pupils will travel to and from school in coaches, sufficient space should be reserved to allow coaches to enter the site, drop off and pick up pupils. Where appropriate, bus stops, bays, raised kerbs, seating and shelters shall be provided on the highway by the applicant.

Cycles and non-motorised Scooters

Provision of cycle and non-motorised scooter* parking will be a condition of any new or expanded school. Whenever possible, improvements to cycle routes and other appropriate safety measures should be provided by the applicant.

*for Pre-school and Primary School education.

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Appendix 4 – General Design Considerations

Layout considerations

'Surrey Design' (2002), published by the Surrey Local Government Association provides guidance for technical specifications and design issues associated with parking standards.

It recommends that where appropriate, parking should be designed so that it can be used by different user groups throughout the day. The needs of disabled drivers must always be taken into account and may require special design solutions.

The emphasis on parking provision should be on using a range of design solutions to accommodate parking. The Surrey Design Guide emphasises that parking that is situated in front of buildings, such as in front of integral garages, will require buildings to be set back and therefore tend to make the enclosure of space more difficult. It states that the solution would be to bring buildings forward and locate parking between, beneath or to the rear of buildings. On-street parking can also be designed into a scheme, often performing an additional traffic calming function.

'Car Parking, What Works Where' produced by English Partnerships presents many case studies of where parking to the front of dwellings successfully generates distinctive, creative responses to numerous layout conditions. It should therefore be recognised that design standards and appropriate solutions to parking will vary from site to site, including between rural and urban environments.

The location of car parking is important to the success of a scheme. It is the general expectation of car owners that they should be able to park as close to their destination as possible, preferably within view, however this desire has to be balanced against the need to maintain the overall design for an area.

In order to be effective car parking spaces need to be large enough to allow a person to gain access/egress of the vehicle and sufficient to ensure that spaces can be used properly.

Parking particularly needs to be provided for those with disabilities close to the entrance to a property

Technical Information

(Also refer to Surrey County Council Standing Highway Design Advice and DfT's Manual for Streets)

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Surrey Design (2002) also recommends that parking spaces conform to the requirements of the design guide to ensure the required size is provided as well as the appropriate manoeuvring space.

The minimum sizes are as follows:

Access from the end	2.4m x 4.8m
Access from the side	2.4m x 4.8m
Disabled parking bay	At least 3m x 4.8m

Where a space is located in front of a garage, the space needs to be 5.5m long from the back of the highway to allow the garage door to be opened without the vehicle overhanging the highway.

Parking spaces at right angles to the carriageway should have an 800 mm clearance between the parking space and the footway in order to accommodate any overhang. This can be surfaced or planted in order to deter pedestrian use, although pedestrian crossing points should be provided. A 6m paved surface is required to manoeuvre into and out of these spaces, such as in parking squares and courts. The gradient should not be steeper than 5% (1:20).

Parking spaces provided in lay-bys parallel to the carriageway should be 6m long with crossfalls between 2% (1:50) and 3% (1:33).

Covered parking areas (such as carriage arches) should have clear headroom of 2.5m throughout. Covered areas that will be accessed by service vehicles should have clear headroom of 4m, provided the entry is flat.

While it is normally feasible in domestic situations for two cars to be parked in "tandem" (one behind another), it is considered that this is the maximum number of such spaces in line astern as otherwise there has to be excessive manoeuvring which practically means that the innermost space is not used. Thus in assessing standards for residential development a maximum of two spaces will be considered behind each other.

Garages used solely for the purposes of parking a vehicle should be a minimum of 4.8m long by 2.5m wide internally. This is to allow a vehicle to gain access/egress and there to be some space for the occupiers of the vehicle to get out. However in cases where no alternative storage for utility equipment is provided, garages on the curtilage of the property are to have the minimum dimensions of either 4.5m long by 3m wide internally or 5.8m long by 2.5m internally. As with conventional parking

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there should not normally be more than one space outside a garage (i.e. a maximum of two cars in tandem).

Manual for Streets guidance

In terms of planning for cycle parking, the Department for Transport's Manual for Streets provides some useful guidance. The amount of cycle parking provided, as well as accessibility of it should be considered by the developer, whilst also considering how safe and secure it is. It is considered that shared cycle parking is more efficient than individual parking provision.

Safety is an important aspect of cycle parking to encourage people to choose to use this mode of transport. The cycle storage should be located where there is natural surveillance from nearby buildings or well used thoroughfares. They should be reasonably open to reduce the fear of crime by the users.

Cycles are not necessarily suited to overnight storage outdoors as they are vulnerable to theft and adverse weather. For this reason, at the very least, covered, lockable cycle storage should be provided on site.

If separate cycle parking is to be provided within the building, it needs to be conveniently located and close to the main point of access. If cycle parking is to be provided in a separate detached building, it must be secure, with doors designed for easy access.

In terms of visitor parking, guidance suggests that it is best provided in well-overlooked areas, and although there are a wide variety of design options, simple and unobtrusive solutions, such as Sheffield stands, are preferred.

Cycle stands should be located clear of preferred pedestrian walkways, and generally closer to the carriageway than buildings.

Parking Design

Parking spaces within streets and accessed directly from them minimise the amount of land given over to access ways and manoeuvring areas. They also offer 'natural surveillance' of parked vehicles, thereby reducing concerns about security. An arrangement of discrete parking bays adjacent to the flow of traffic is often the preferred way of providing on-street parking. It is recommended that, in most circumstances, at least some parking demand in residential and mixed-use areas is met with well-designed on-street parking.

The following key principals for best practice for car parking arrangements have been taken from the Department for Transport's Manual for Streets:

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- The design quality of the street is paramount.
- There is no single best solution to providing car parking – a combination of on-plot, off-plot and on-street will often be appropriate.
- The street can provide a very good car park – on-street parking is efficient, understandable and can increase vitality and safety.
- Parking within a block is recommended only after parking at the front and on-street has been fully considered – rear courtyards should support on-street parking, not replace it.
- Car parking needs to be designed with security in mind.
- Consideration needs to be given to parking for visitors and disabled people.

It is therefore essential that the design of the car parking spaces is introduced at the planning stage if it is to be well integrated with a high quality public realm. A range of approaches to car parking designed should be examined before reaching the appropriate solution, and in some cases it may result in a combination of designs being implemented as the most successful solution.

Sustainable Design

The design of car parking facilities should also take into account sustainable design techniques. In many cases parking facilities are impermeable areas that cause problems with increased surface water run-off. To implement a sustainable design the use of permeable areas should be considered to allow water infiltration and reduce run-off. Where impermeable materials are used the use of Sustainable Urban Drainage Systems (SUDS) should be considered.

Planting can also be a valuable part of sustainable design and should be considered in parking areas. The use of trees and shrubs can be used to provide shelter in car parks during the summer as well as reducing the storm water run off, helping to lower the risk of urban flooding.

Ultimately, the suitability of particular SUDS techniques to a specific development should be assessed on a site-by-site basis.

Parking and Crime

During the design stage of parking areas, the prevention of crime should be taken into consideration. In 2004 the Government produced 'Safer Places – the Planning System and Crime Prevention' which advises Local Planning Authorities to consider crime prevention and community safety.

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The document states that parked cars can be particularly vulnerable to crime and, unless they are in a private garage, must be overlooked. It is important that appropriate lighting is provided and parking facilities are designed with natural surveillance from surrounding buildings.



FINANCIAL STRATEGY

UPDATE – SEPTEMBER 2013

2014/15 – 2017/18

INTRODUCTION

Waverley's Medium-Term Financial Strategy is well established and embodied in the workings of the Council. The annual Members' Finance Seminar and the budget process updates the Council's four-year strategy which is composed of many elements relating to different aspects of Council business. The Financial Strategy is driven by the Corporate Plan and it links Waverley's other key corporate strategies.

Purpose

The purpose of this Strategy is to:

- define the aims of the Council in financial terms
- demonstrate that sufficient resources will be available to meet the Council's objectives and priorities, particularly in the delivery of value for money
- identify actions necessary to address the financial pressures
- inform the Council's strategic planning and policy making
- set the parameters for budget setting
- demonstrate stewardship of community resources

Timeframe

The elements of the Financial Strategy relate to current and future years. This document considers the period of the new Council and builds on the budget decisions agreed by the Council in February 2013. The impact of the outturn position in 2012-13 is also included in the Strategy. The revised Corporate Plan was approved by the Council in February 2013.

Audience

This Strategy is primarily for the benefit of Members and officers in the first instance but it also has a wider audience of interested parties including local residents, Partners, Registered Social Landlords, the Council's Auditors Grant Thornton etc. The Strategy is widely communicated and included on Waverley's website. Members discuss the issues in detail at the annual finance seminar and develop the Strategy throughout the budget-setting process.

SUMMARY – FINANCIAL STRATEGY KEY ISSUES AND OPPORTUNITIES

General Fund:

- How to continue responding to the impact of the recession
- Focusing resources on Corporate Plan objectives and priorities
- Responding to residents' needs
- How to maintain or generate additional income from grants and charging
- Spending on public services in an area with a diverse population and geography
- Future Government grant settlements following review of Local Government funding, including business rates and council tax benefits
- Government restriction on council tax levels
- Funding the Capital Programme in the longer-term
- Achieving social inclusion and providing accessible, affordable services for the Borough's most vulnerable residents

Housing Revenue Account:

- Maintain viability of 30-year Business Plan
- Clear Decent Homes Backlog
- Start delivering new affordable homes
- Future rent levels

Capital Programme:

- Continue with the highly successful Leisure Investment Strategy
- Funding Decent Homes works
- Improvements and maintenance of assets
- Providing Affordable Housing
- Delivering planned programmes and utilising new funding sources

SUMMARY – FINANCIAL STRATEGY KEY POLICIES

Reserves and Balances will be held to support unforeseen costs, in particular:

- General Fund balances will be maintained at a prudent level of at least £3.2 million
- The Housing Revenue Account balance will be maintained at a prudent level of at least £2.0 million
- The Revenue Reserve will be used to support the General Fund Capital programme, invest to save schemes and one-off items of revenue and capital expenditure
- New Homes Bonus will be transferred into the Revenue Reserve Fund to support capital schemes, particularly invest-to-save projects
- The Revenue Reserve Fund will contribute a base figure of £1.4 million each year to capital, subject to an annual review
- The Insurance Reserve will be retained at a level that is sufficient to meet any potential claims from Municipal Mutual Insurance (MMI)

Other key policies include:

- Maximise funding from New Homes Bonus and Business Rates growth
- Continue to identify savings and efficiency gains in budgets in the light of future projected budget deficits
- Use Prudential Borrowing only when projects generate income and when there is a strong business case
- Maintain a balanced budget ie no dependency on balances
- Continue to support Waverley's Community during the recession

KEY ACTIONS

- Continue the 'Star Chamber' reviews and the Foresight Programme to ensure budgets deliver good value for money and are aligned to Corporate Plan priorities
- Secure new funding opportunities to deliver priority services and projects
- Model and monitor sensitivities on key budget areas eg Inflation, interest
- Rigorously test all capital proposals for relevance and deliverability

- Clearly link the Financial Strategy to other key reviews including asset utilisation, customer and information management, workforce planning and procurement.
- Review procurement to identify efficiencies and cost savings.

REVENUE – GENERAL FUND

Budget Strategy

In setting each year's General Fund Revenue Budget, Waverley aims to achieve the following objectives:

- allocate resources to the key Corporate Plan objectives and priorities, including community support during the recession
- eliminate any surplus budgets
- maximise income
- ensure priority areas are adequately resourced including contractual commitments
- budgets which support Waverley's medium-term aims
- review the adequacy of budgets for maintenance of assets
- review spending on non-priority areas
- continue to achieve efficiency improvements

Whilst in general, an incremental approach is adopted in setting the revenue budget, it is important that the necessity and level of every budget is considered against Waverley's corporate objectives. It is not proposed to undertake a comprehensive zero-based budget process for General Fund budgets, however, the 'Star Chamber' process approach will continue to be used to set future budgets to:

- Identify and review discretionary expenditure to seek to create opportunities for switching this resource to other priorities
- Review controllable budgets to identify potential savings, efficiency gains or income-earning opportunities, taking account of past years spending patterns
- Identify each year, known or possible significant budget variations for the four years following the budget setting year from service plans. Appendix 1 identifies the estimated major variations, over and above the approved 2013-14 Budget, for the period 2014-15 to 2017-18.
- Consider the sensitivity of budget figures, particularly income, and any risks and opportunities that impact on the figures.

Use of Balances

We aim to maintain a prudent level of balances to support revenue spending and finance unforeseen events. As part of the 2013/14 Financial Strategy preparations, balances were reviewed to ensure that they were adequate and that dependency on balances was eliminated. The Deputy Chief Executive reported to the Council on the adequacy of financial reserves in February 2013 as a part of the budget setting process. The prudent level of General Fund balances in the medium-term has been set at £3.2 million. This level has been set with regard to the Council's needs and it takes account of known risks and opportunities. Analysis of the impact of variations in key factors is modelled and used to inform the Strategy.

The General Fund balance at 31 March 2013 is greater than the previous projected level and above the approved prudent level. This increase has arisen as an overall result of managed underspends, efficiency gains and improved income.

Council Tax Levels

Waverley's General Fund budget is funded approximately 21% from Government grant, 15% from retained business rates and 64% from council tax. This has moved from a position 5 years ago of being 45% from grant. In 2014/15, it is likely that less than 20% of General Fund net expenditure will be met from government grants. Therefore, in broad terms any percentage increase in net General Fund expenditure above inflationary levels would result in higher council tax increases. The Government is currently reviewing the local government grant system and Waverley's strategy projections will be updated when the outcome is known.

In the medium-term, the main areas affecting council tax levels are:

- further government grant reductions
- the cost of developing priority services
- the continued revenue funding of the capital programme
- the ability to continue to identify cost savings from the base budget
- the risks of changes to business rates base and council tax support caseload
- the sustainability of income levels
- the potential to borrow to fund capital investment
- the Government's council tax capping criteria

Waverley must continue to set its council tax increase at a level which avoids capping.

Budget Issues

Key Strategy Issues for the General Fund:

- Maintaining a balanced budget
- Focusing resources on Corporate Plan objectives and priorities
- Further external budget pressures and Government legislation
- How to maintain or achieve additional income
- Spending on public services in an area with a diverse population and geography
- Future Government grant settlements and the impact of changes to housing and council tax benefits
- Invest to save opportunities
- Restriction on council tax levels through the referendum requirement
- Funding the Capital Programme in the longer-term
- Achieving social inclusion and providing accessible, affordable services for the Borough's most vulnerable residents
- Rising energy costs and dependency on investment interest.

Maintaining the Council's capital assets with limited resources, continues to be a major pressure which can affect the revenue budget either through increased running costs, reduced income from assets and demands to continue with a significant revenue contribution to pay for capital expenditure.

Collection Fund

Waverley's Collection Fund accounts for all the transactions relating to the collection of Council Tax and Business Rates, the payment of precepts to Surrey County Council, Surrey Police and the Towns and Parish Councils and the collection of Business Rates.

Waverley has an excellent track record of achieving high collection rates on both Council Tax and Business Rates in recent years. Good cash flow is critical to Waverley's business and it remains a key financial strategy aim to continue to push for high collection rates using efficient systems of collection. Government changes which have scrapped Council tax Benefit and replaced it with local council tax support schemes will potentially impact on collection rates.

Unforeseen Events

Waverley will continue to use its balances and reserves to support unforeseen non-operational events subject to the necessary approvals as required by the Financial Regulations and Waverley's Constitution.

Balances and Reserves

Waverley holds a number of balances and reserves for a range of specific and general purposes. Unless otherwise approved, these amounts must be used for their intended purpose and support Waverley's key objectives. The following provides more detail on the key General Fund reserves and balances.

General Fund Balance – This balance is to cover variations in budgeted income & spending due to:

- Unexpected price increases
- Unbudgeted calls for spending eg major one-off inquiry
- Loss of income if offsetting savings can't be found
- Increased demand for services eg homelessness

Council policy is for a minimum of £3.2 million to be held in this balance to cover the above items. The balance currently stands at £4.4 million.

Revenue Reserve Fund – this is a well-established reserve that is used mainly for supporting the capital programme and one-off items of revenue and capital expenditure. Its prime funding is from an annual contribution from the General Fund representing repayments of capital advances. Appendix 2 shows the Revenue Reserve Fund current balance and projections for the next four years.

Insurance Reserve – At 1 April 2013 the Insurance Reserves stand at £654k. Council policy is to keep an amount which is considered to be sufficient to meet any possible future claims from the Municipal Mutual agreement in this reserve and an amount which is considered to be sufficient to cover potential claims arising from previous staff-related self-insurance.

General Fund Revenue Reserves

	Balance 1/4/13 £,000
Revenue Reserve Fund	3,408
Leisure Strategy Fund (earmarked & committed)	566
Revenue Grants (earmarked & committed)	611
Renewals Fund (earmarked & committed)	113
General Fund Working Balance	4,414
Business Rates Revaluation Reserve	200
Other Small Funds	235
	<hr/> £9,547 <hr/>

Equality Impact Assessment

Waverley's Medium Term Financial Strategy aims to ensure that the Council can deliver its services and target its resources on priority areas. These priorities were developed having regard to the Council's approved Equality and Diversity policy. This Strategy recognises Waverley's diverse population and its unique geography and is intended to have a positive impact on the most disadvantaged and vulnerable citizens by focusing resources on providing affordable and accessible services throughout the Borough.

HOUSING REVENUE ACCOUNT (HRA)

The HRA is the Council's landlord account and contains only the costs and income from managing and maintaining the Council's dwelling stock. There are currently some 4,900 properties.

HRA Revenue Budget

The way in which the Council's landlord account is funded changed with effect from 1 April 2012. The HRA subsidy system, whereby Waverley paid over half of its rent income to central Government, has been scrapped and replaced by a system of self-financing. The new system allows all rental income to be retained locally in return for taking on a level of debt representative of the value of the housing stock.

Decent Homes Standard

A major Government policy initiative is the introduction of the Decent Homes Standard and the requirement laid upon all local authorities and housing associations to bring the stock they own up to the Government's 'decent' standard.

One of the Council's key strategic housing aims, recognised in the Housing Strategy update, is investment in the existing housing stock to meet the Decent Homes Standard. Waverley's HRA Business Plan also recognises the importance of the Decent Homes Standard and details how the extent of its 'non-decent' property is being quantified.

To facilitate the achievement of the decency standard the Government made decent homes backlog funding grant available. Waverley made a successful bid and was awarded £8.4million grant that is spread over the two years 2012/13 to 2013/14. A programme of works has been drawn up to clear the backlog, funded by the grant and Waverley's own resources.

Rent Restructuring

This is the Government's approach to the calculation of social rents introduced from April 2002. The aim of the policy is that social rents on similar houses in the same area should be the same, regardless of who is the landlord. The key to achieving the policy objectives is a common formula for both local authority landlords and Registered Social Landlords (RSLs). The formula reflects:

- Relative property values
- Local earnings
- Property size

It is currently anticipated that the restructuring process will be completed by 2015 when there should be broad convergence between average local authority and RSL rents. For 2013/14 Waverley's Members agreed that rents should increase by an average of 3.7% plus up to £2 for properties that are still below guideline rents.

Waverley has introduced the principles of rent restructuring to its rent setting process since 2002 and calculated target rents for each of its properties. However, the

requirement to set a balanced budget for the HRA means that there are potentially conflicting pressures between the Government's policy aim of restricting annual rent increases and the level of service provision to tenants.

Self Financing

As referred to above the new system for financing local authority landlord services was introduced from 1 April 2012. Waverley has taken on £189million of debt. Most of this sum was borrowed from the Public Works Loans Board (PWLB) with £5m borrowed internally from Waverley's General Fund. To help ensure a successful transition to self-financing the Government made funds available from the PWLB at special reduced interest rates available only for the purpose of self-financing. Waverley took out a series of loans at fixed interest rates and repayable on dates between 2017 and 2035.

In line with Government advice Waverley has drawn up a 30-year business plan for the HRA that sets out the estimated income and expenditure streams over that period, including the costs of the £189m debt in addition to the costs of managing and maintaining the dwelling stock. The Business Plan is viable showing healthy sums available to be set aside for major remodelling of the existing stock and also for building additional affordable homes. The Plan will be closely monitored and reviewed as estimates become actual costs/income to ensure that it remains viable on an ongoing basis.

Pressures/Constraints

Key Strategy Issues for Housing Revenue Account:

- Clearing Decent Homes backlog works
- Delivering new affordable homes
- Other capital works including stock remodelling
- 30-year HRA Business Plan must remain prudent and robust
- Future rent levels
- Rent Restructuring

Use of Balances

A prudent level of working balance is maintained to support revenue expenditure for unforeseen items or to meet fluctuations in income. It is not sustainable to use balances to keep rent levels down. It is Waverley's policy to keep a minimum of £2.0 million in the HRA balance.

CAPITAL FINANCING

Prudential Borrowing

It is current policy to borrow only when a Capital Scheme generates sufficient reserve saving to meet the borrowing costs, with the exception of HRA self-financing borrowing. Currently no Prudential Borrowing has been identified for General Fund services.

Whilst either Prudential Borrowing or further use of the Revenue Reserve Fund could fund future capital requirements, avoiding further use of the Revenue Reserve Fund will tend to maximise flexibility because it can be used for both revenue and capital purposes, whereas Prudential Borrowing may only be undertaken for capital purposes. The Revenue Reserve Fund is also a finite resource.

Capital Receipt Pooling

The Government's capital receipt pooling regime took effect which requires Waverley to pay a proportion of its housing capital receipts to the Government. 75% of right to buy receipts and 50% of other receipts are pooled. From 1 April 2012 the Government has increased the discounts available under right-to-buy in an attempt to reinvigorate sales. Pooling continues but new regulations allow authorities to retain part of the receipts generated by sales over and above those allowed for in Business Plans. Such receipts must be spent within a set timescale on the provision of new affordable homes to help replace those sold.

Revenue Contributions

Waverley can finance its capital expenditure directly from its revenue accounts, or from reserves or earmarked funds, which also technically count as revenue contributions. The HRA will continue to transfer a significant revenue stream to the Major Repairs Reserve for the purpose of financing the housing capital programme.

Waverley operates the following revenue funds within its General Fund:

- Revenue Reserve Fund
- Leisure Fund
- Vehicle Renewals Fund

Revenue Reserve Fund

The balance on the Revenue Reserve Fund at 1/4/13 is £3.4 million and Appendix 2 shows the projection over the next four years.

This Fund was established to fund a variety of one-off expenditure. The Financial Strategy identifies uses including:

- One-off expenditure eg restructuring
- Invest to Save opportunities
- Financing capital spending
- Financing the General Fund element of any MMI Shortfall

Vehicle Renewals Fund

The purpose of the Vehicles Renewals Fund is to finance the replacement of Waverley's small fleet of vehicles on a planned basis.

Capital Receipts

Waverley has a property portfolio and capital receipts arising from this are an important element of financing of Waverley's capital expenditure.

The main source of capital receipts is right-to-buy sales of properties within the HRA. In 2012/13 these were £1million, 75% of which had to be paid to the Government. Capital receipts also arise from property sales that are not right-to-buy, these include sales of land and access rights within both the General Fund and the HRA.

Ring Fencing does not apply to capital receipts, so Waverley could use the capital receipts arising from right-to-buy sales to finance any General Fund schemes. However, Council policy is for these receipts to be used for Housing purposes to be spent on decent homes.

From time-to-time major capital receipts arise from Waverley's Property Strategy and these provide an opportunity to supplement the Capital Programme.

Developers' Contributions

Waverley receives contributions from developers to compensate for the 'strain' on public services and infrastructure when a large-scale development is agreed through the planning process. These amounts can be for specific purposes, such as the provision of affordable housing, children's play facilities or highways improvements. Waverley's planning infrastructure tariff requires large and small developments to contribute towards improving public services. This local system is soon to be replaced with a national Community Infrastructure Levy (CIL) which should continue to be an important source of addition funds to the Council in future years. The funding will be received when the developer starts on site rather than at the point that planning permission is given.

The tariffs have clearly identified elements, some of which relate to the services of other public bodies. Waverley has approved a process for identifying and delivering projects and initiatives that help deliver key priority areas, having regard to any restrictions on the use of the funds and the geographical source of the payments. Where appropriate, officers will also work with town and parish councils and other funding bodies to lever in more funds to maximise the value achieved.

CAPITAL EXPENDITURE

Capital Strategy & Asset Management Plan

Waverley's Capital Strategy covers all aspects of Waverley's capital expenditure and provides a high-level four-year plan of the Council's investment priorities.

The Asset Management Plan has been developed to ensure that the Council takes a corporate and strategic approach to managing its corporate assets. It is designed to link asset management to continuing and improving service delivery.

Both the Capital Strategy and Asset Management Plan recognise the key role of capital investment in achieving delivery of Waverley's corporate and service objectives and seek to ensure that optimum benefit is obtained for the residents of the Borough from the limited available capital resources.

Waverley's asset plans are overseen by the officer/Member Asset Advisory Group. The progress of approved capital projects is monitored by the Capital Monitoring Group which also considers new capital proposals that are identified during the year prior to consideration by the Executive.

Existing v New

A considerable proportion of Waverley's Capital Programme represents expenditure on existing assets. In the case of the HRA in excess of £5million pa is set aside within the Business Plan on an ongoing basis. In contrast, the Capital Programme also includes new schemes representing high-profile growth in service delivery. The Council has to balance the resources available between these varying demands.

The Council's Executive prioritises capital schemes after receiving advice from officers and Overview Committees. The following criteria are used in the prioritisation process:

- The extent to which a particular scheme achieves the Council's key corporate objectives
- Environmental impact of project
- Investment required to maintain current service provision
- Investment that will lead to cost savings or income generation
- The level of community support for particular proposals

The Council has agreed that priority be given to health and safety schemes and those which reduce the impact on the General Fund revenue account in future years. The full list as agreed by Council in priority order is:

Priority	Category
1	Health & Safety
2	Disabled Facilities Grants
3	Disabled Discrimination Act works
4	Schemes that deliver the Leisure Strategy
5	Invest to Save schemes
6	Maintaining Council Assets

7	Maintaining Services
8	Implementing initiatives to improve customer service
9	Partnership funding and other Service Developments*

*Officers will continue to seek additional sources of funding.

Pressures/Constraints

Key Strategy issues for the capital programme:

- Continuing to deliver the Leisure Strategy
- Delivering New Affordable Housing
- Improvements and maintenance of assets
- Delivering planned programmes and utilising new funding sources

Appendix 3 identifies the projected available financing for the capital programme from 2014/15 to 2017/18.

Capital resources remain extremely limited whilst proposed capital schemes greatly exceed the available resources for the Strategy period. Officers through the Asset Management Group are currently assessing capital schemes in order to feed them into the Budget process in the autumn.

INVESTMENTS

Treasury Management Policy

The Council's Treasury Management Policy and Investment Strategy follow best practice and are reviewed annually. These policies determine how Waverley's investments and cash flow are managed and they define approved investment limits for the year which are based firstly on risk minimisation and secondly on maximisation of return.

What the investments are used for

Waverley's investments are held for two main reasons. Firstly, they are used to provide cash flow for Waverley's short-term needs, eg Precept payments. Secondly, they represent the cash behind Waverley's funds, reserves and balances such as the capital receipts. As these reserves are used the level of investments will reduce. The total external investments held at 31 March 2013 is around £28million, of which approximately £18million represents the revenue and capital balances and reserves and the remainder of some £10million is used to manage the day-to-day cash flow.

Towards the end of March 2012, the General Fund lent the HRA £5million as a long-term internal investment, reducing the total amount required to be borrowed externally to cover the self-financing payment required to be made to the Government. This approach minimises risk and achieves a better return than can be obtained through external investment.

Forecasts

Currently all of Waverley's investments are held for period of less than one year. As approximately £18million of the investments represent capital and revenue reserves, a longer-term view could be taken on this proportion, taking into account the projected draw on these funds. For example as explained above £5million was lent internally to the HRA. The Treasury Management Panel have been operating well within the approved treasury management policy and have set tighter controls over the range of organisations and the period of investments to manage the risks of the volatile financial markets. Also, major focus on credit ratings helps to limit the risk exposure.

Estimated Variations to General Fund Budget

Estimated variations from 2013/2014 Budget	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Inflation non-pay (2.8%)	270	270	270	270
Inflation non-pay (2.8%)	0	270	270	270
Inflation non-pay (2.8%)	0	0	270	270
Inflation non-pay (2.8%)	0	0	0	270
Pay award	?	?	?	?
Benefit admin grant- loss/UC	100	200	200	200
Loss of supporting people grant	80	270	300	300
Local Business Rates variations	?	?	?	?
Triennial pension review	200	200	200	200
LDF/Dunstable Park Development Brief	-100	-100	-200	-200
Income Recovery	0	-100	-100	-100
Budget Monitoring – Planning Fees	-100	-100	-100	-100
Star Chamber savings	-280	-280	-280	-280
Revenue Support Grant/Business Rates net reduction	550	1,100	1,865	2,630
Council Tax Freeze Grant ends	0	90	90	90
Collection Fund Surplus in 2013/14	80	80	80	80
Indicative savings required	800	1,900	2,865	3,900
Savings achieved 2014/15		-800	-800	-800
Savings achieved 2015/16			-1,100	-1,100
Savings achieved 2016/17				-965
Further Savings Required	800	1,100	965	1,035

Revenue Reserve Fund Projections

	2014/15	2015/16	2016/17	2017/18
	£'000	£'000	£'000	£'000
Balance at Start of Year	3,400	3,400	3,400	3,400
<u>Add</u> contribution to revenue	1,400	1,400	1,400	1,400
<u>Add</u> New Homes Bonus	1,300	1,000	1,200	1,000
<u>Less</u> Financing capital	(2,700)	(2,400)	(2,600)	(2,400)
Balance at end of year	3,400	3,400	3,400	3,400

Appendix 3

Capital Financing

	2014/15	2015/16	2016/17	2017/18
	£'000	£'000	£'000	£'000
HRA				
HRA Business Plan	6,541	6,734	6,932	7,138
Capital receipts	800	800	800	800
Decent Homes backlog grant	0	0	0	0
Total HRA	7,341	7,534	7,732	7,938
General Fund				
Revenue Reserve Fund	2,700	2,400	2,600	2,400
Capital Receipts	500	500	500	500
Other Funding	20	20	20	20
Internal Resources	3,220	2,920	3,120	2,920
Section 106/CIL Funding	?	?	?	?
External Funding	?	?	?	?
Prudential Borrowing	0	0	0	0
General Fund (base)	3,220	2,920	3,120	2,920
TOTAL	10,561	10,454	10,852	10,858

ANNEXE 3

- Planning Salary benchmarking conclusions
(benchmarking data 2012-13 salary scales)

Planners (Waverley Current Pay band 8 - is £23,666 - £26,007)

- **Waverley's starting salary** is higher than all but one of the six Surrey authorities that responded, although of these authorities do not always appoint at the bottom of the scale. Waverley's Pay Policy has been amended to enable Waverley to do the same where required.
- It is higher than the lower quartile starting salary from the South East Employers (SEE) salary benchmarking data (E-paycheck) 2012/2013, but lower than the median.
- It is higher than the median starting salary from the South East Employers (SEE) Regional Pay and Benefits Survey 2011.
- **The top of the pay band** for planners is on average £7,000 less than its Surrey competitors.
- It is approximately £3,000 less than the top of the lower quartile of E-paycheck and the Regional Pay and Benefits Survey 2011.
- It is approximately £5,500 less than the top median salary on E-paycheck.
- Three of the other authorities have career grades for Planners and two of these (Tandridge and Reigate & Banstead) take the Planner's maximum salary to the maximum Senior Planner's salary i.e. they combine the two.

Reigate & Banstead	£18,084 - £37,914
Spelthorne	£18,404 - £32,266
Woking	£19,366 - £32,482
Tandridge	£22,089 - £30,159
Guildford	£23,039 - £30,737
Epsom & Ewell	£26,828 - £31,556
E-paycheck data-lower quartile	£22,660 - £28,360
E-paycheck data-median	£25,659 - £30,912
E-paycheck data – upper quartile	£29,303 - £34,541
SEE Regional Pay & Benefits Survey 2011 – lower quartile	£22,954 - £28,707
SEE Regional Pay & Benefits Survey 2011 - median	£23,047 - £27,518
SEE Regional Pay & Benefits Survey 2011 – upper quartile	£25,549 - £30,011

Senior Planners (Waverley's current Pay band 7 (£26,521-£29,945))

- **Waverley's salary band is lower** than all six Surrey authorities that responded, at the top and bottom of the scale (except Tandridge's starting salary which is lower than Waverley's) Again, the disparity is less at the bottom of the grade (£2,500), than the top (£7,000) and 5 of the 6 authorities that replied do not always appoint at the bottom of the grade.
- Generally, our Senior Planners are appointed through internal promotion due to a lack of suitable external candidates

Tandridge	£22,089 - £30,159
Guildford	£26,031 - £37,526

Woking	£28,869 - £38,792
Spelthorne	£29,400 - £35,799
Epsom & Ewell	£31,329 - £36,851
Reigate & Banstead	£33,516 - £37,914
SE Emp Regional Pay & Benefits Survey 2011 – lower quartile	£29,955 - £35,651
SE Emp Regional Pay & Benefits Survey 2011 – median	£29,446 - £35,096
SE Emp Regional Pay & Benefits Survey 2011 –upper quartile	£31,754 - £38,289
No E-paycheck data at this level	

Principal Planners Current Waverley Pay band 5 (£34,171 - £37,693)

- There is limited benchmarking data available for this role as only two other authorities of the six that replied (Guildford and Spelthorne) have this tier of staff
- As with the other roles, the disparity is at the top (£3,000 - £4,000), not the bottom of the pay scale
- 4 Principal Planners currently employed receive a 5% market supplement and are on pay point 5a** which gives them a total salary of £41,660 compared to the current maximum for the post of £37,693.
- This is a key area where we experience recruitment difficulties and high turnover amongst newer staff.
- The 5th post which does not attract the higher salary has had 3 occupants within the past 3 years.
- Continuity and retention at this level is key in terms of Member confidence, local knowledge and continuity with major planning applications.

Guildford	£32,781 - £41,172
Spelthorne	£36,807 - £40,156
SE Emp Regional Pay & Benefits Survey 2011 – lower quartile	£29,955 - £35,651
SE Emp Regional Pay & Benefits Survey 2011 – median	£29,446 - £35,096
SE Emp Regional Pay & Benefits Survey 2011 –upper quartile	£31,754 - £38,289
No E-paycheck data at this level	

Area Team Leaders (Currently Waverley pay band 4 £38,758 - £43,317)

- Waverley's salaries are more competitive at this level and Waverley pays more than Tandridge – though this is a much smaller authority in term so planning applications numbers. However they are significantly lower than Guildford which is comparable in terms of workloads, structure and responsibilities.
- Again, there is less benchmarking data as only four of the six authorities that responded have Area Team Leader posts. This may be because most other Surrey authorities are much smaller in terms of geography and numbers of planning applications so have a different management structure.
- Again, the disparity is at the top of the grade (£1,800 - £4,800), not the bottom
- These roles require a significant level of management skills which are not naturally developed at the Principal Planning Officer level which also makes them difficult to recruit to.
- Whilst one Team Leader was recruited externally to the bottom of the grade, a Principal Planning Officer is being paid a temporary allowance to undertake the role,

which increases his salary to £43,660 (pay point 4a is £43,317). The Council was unable to recruit externally to the temporary vacancy which he is filling.

Tandridge	£35,969 - £40,811
Woking	£37,097 - £44,296
Guildford	£37,808 - £48,867
Reigate & Banstead	£37,914 - £47,346
E-paycheck data – lower quartile	£36,776 - £41,248
E-paycheck data - median	£39,865 - £44,917
E-paycheck data –upper quartile	£44,840 - £49,840

Planning Policy and Development Control Managers (Pay band 3 currently £44,076 - £49,263)

- No retention difficulties at present to due to the long term commitment to Waverley of the current post holders who are also both paid pay point 3a** (currently £51,855).
- The longer term position is that pay band 3 does not represent a competitive salary to recruit the right calibre of staff for what are high profile posts within the Council.
- It should be noted that Waverley also uniquely combines management of the support function with the DC role and it is a role with more responsibility than many other authorities. Equally the Policy Manager also covers landscape and projects responsibilities.
- Again, Guildford represents the most relevant comparison.

Guildford	£39,954 - £53,701
Epsom & Ewell (Planning Manager)	£41,869 - £49,297
Spelthorne	£42,266 - £45,378
Woking	£44,296 - £52,919
E-paycheck data – lower quartile	£45,317 - £50,215
E-paycheck data - median	£47,526 - £55,179
E-paycheck data – upper quartile	£57,164 - £60,634

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- Proposed Professional Planner Salary 2013 with comparison to existing structure

Job Title	Grade	a	b	c	D	e	Comment
		£	£	£	£	£	
Planning Policy and Development Control Managers	P3 Revised	53,855	52,060	50,263	48,466	46,671	
	3 (current scale)	49,263	47,966	46,671	45,374	44,076	
Team Leaders	P4	45,483	44,288	43,090	41,894	40,696	
	4	43,317	42,179	41,038	39,899	38,758	
Principal Planners	P5	41,462	40,372	39,281	38,385	37,588	
	5	37,693	36,702	35,710	34,896	34,171	
Senior Planners	P6 Revised	35,335	34,116	32,908	31,720	30,233	
	7	29,945	29,159	28,369	27,583	26,521	
Planners	P7	29,908	28,376	26,765	25,322	23,666	Progression to P7b will be dependant meeting in full the criteria for the membership of the Royal Town Planning Institute
	8	26,007	25,217	24,443	23,978	23,666	

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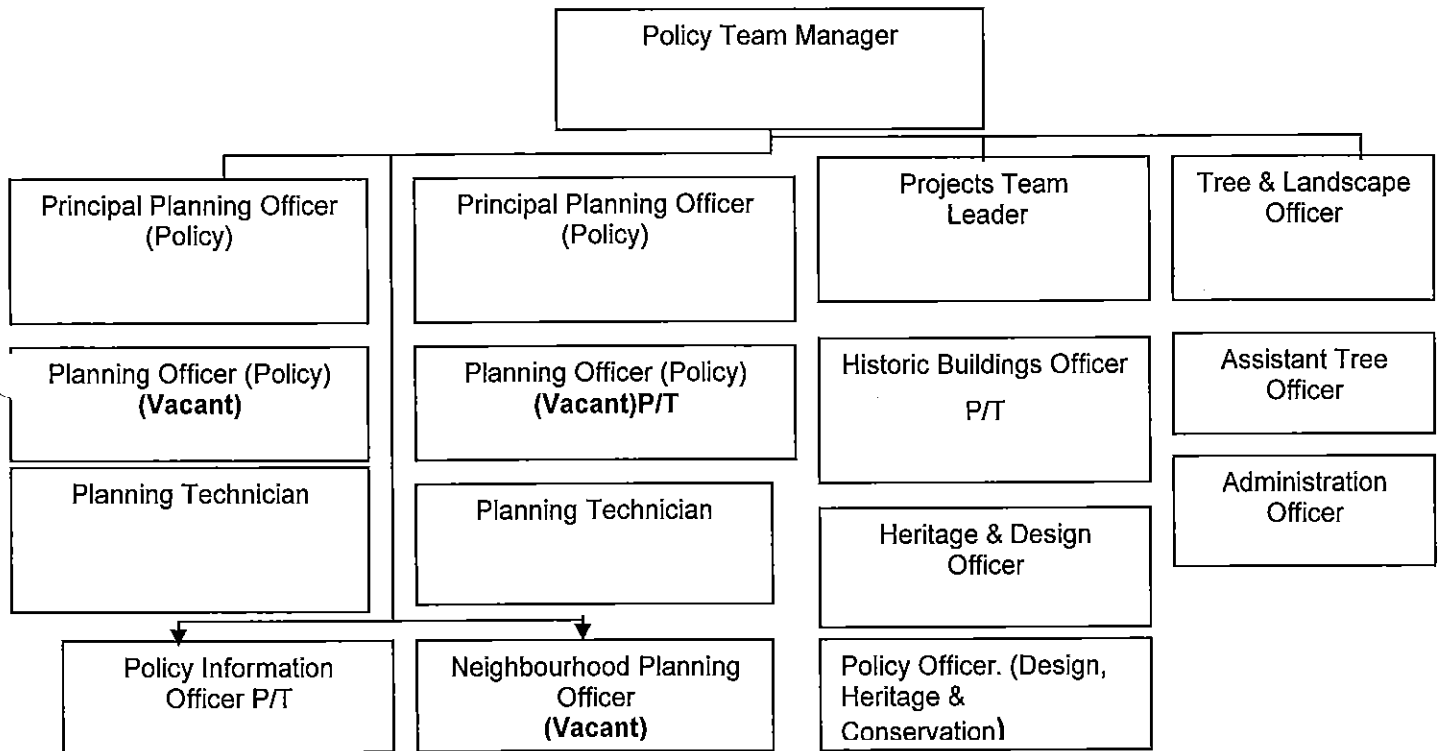
Salary Implications

Job Title	No of FTE	2013/2014 estimate £	Additional cost – current year £	Additional cost (2014/2015) £	Additional cost (2015/2016) £	Additional cost (2016/2017) £	Additional cost (2017/2018) £
Planners	9	282,010	8,420	27,980	36,210	40,290	41,500 (max)
Senior Planners	4.23	161,530	3,200	12,870	17,440	22,070	23,610
Principal Planners	6.68	324,970	6,030	15,160	15,880	16,280	16,670 (max)
Team Leaders	2	97,380	1,570	4,410	5,050	5,270 (max)	5,270
DC / Policy Managers	2	134,620	-1,000	2,280 (max)	2,280	2,280	2,280
Total	23.91	1,000,510	£18,220	£62,700	£76,860	£86,190	£89,330

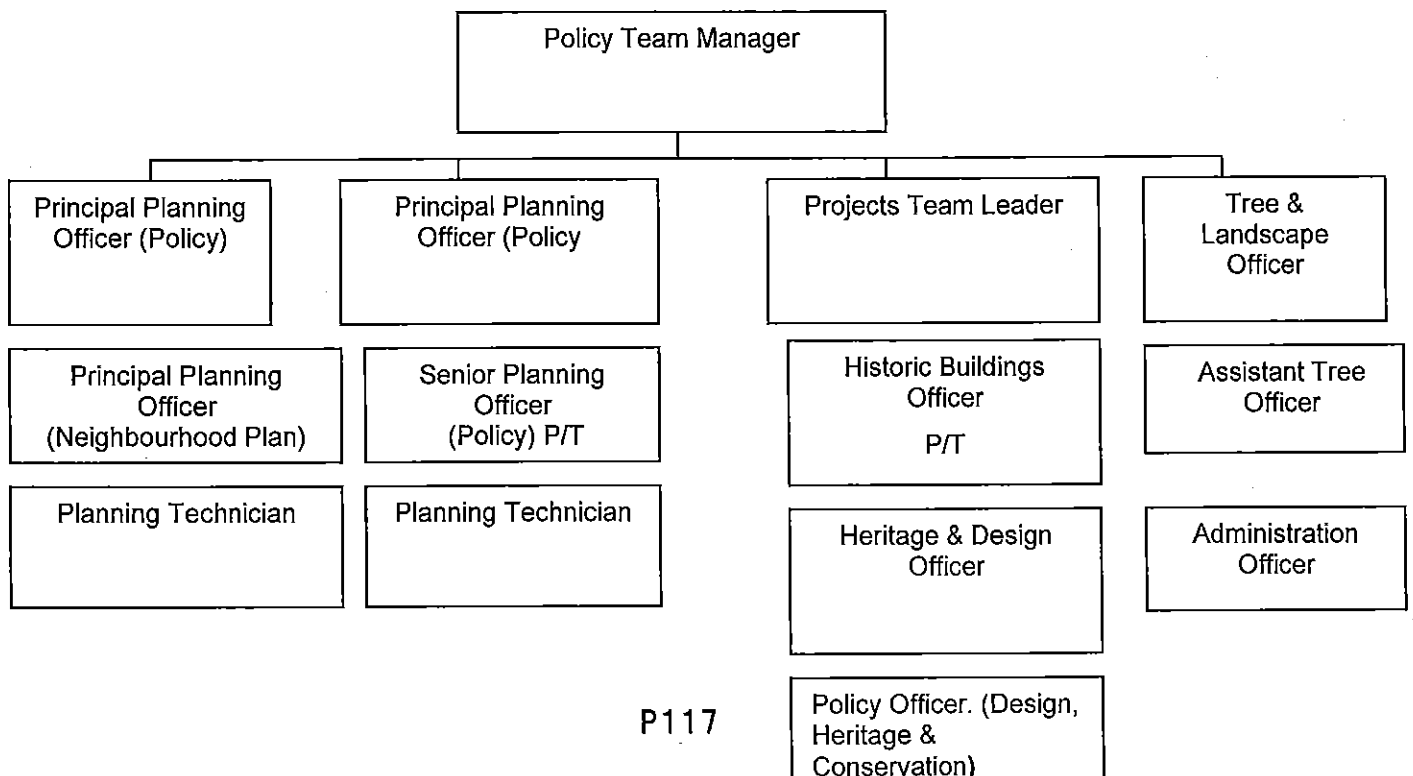
ANNEXE 6

Annexe 4 current and proposed changes to the Planning Policy team structure

Planning Policy Team – current structure

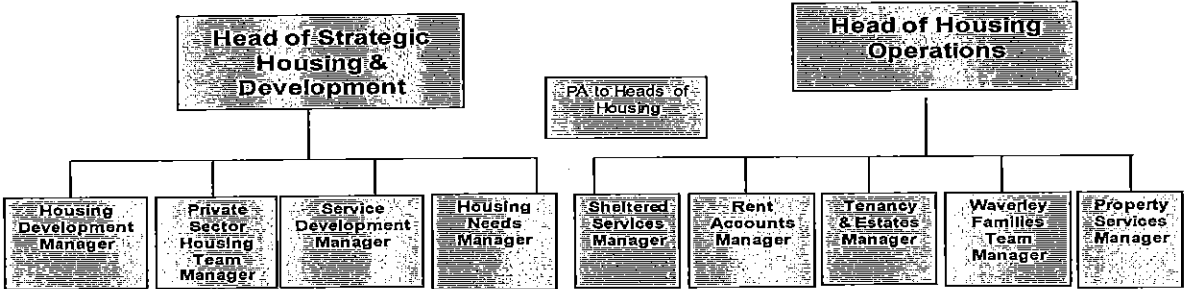


Planning Policy team – proposed structure



ANNEXE 7

PROPOSED HOUSING SERVICE STRUCTURE



ANNEXE 8

Comparison of Salary Costs L/Lord Services Manager

2013-14 Budget	£	
L/Lord Services Manager	55,627	Grade 2
Pension	9,178	
Ers NI	5,617	
	<u>70,422</u>	
Grade Max	59,551	
Housing Management Officer	26,521	Grade 7
Pension	4,376	
Ers NI	2,018	
	<u>32,915</u>	
Grade Max	29,945	
Rent Officer	26,521	Grade 7
Pension	4,376	
Ers NI	2,018	
	<u>32,915</u>	
Grade Max	29,945	
Orchard Systems Administrator (growth post)	30,312	Grade 6
	5,001	
	2,283	
	<u>37,596</u>	
Grade Max	33,880	

Scrap Metal Dealers Act 2013 – required changes to the Environmental Health Scheme of Delegation

Changes arising out of the 2013 Act

In the introductory table of EH powers:

- Omit Scrap Metal Dealers Act 1964
- Omit Vehicles (Crime) Act 2001
- Insert Scrap Metal Dealers Act 2013

At item 153 under Licensing and Associated Powers:

- Amend existing wording to read – Environmental Health Manager to exercise powers to grant, renew, refuse, vary, impose conditions on and revoke scrap metal licences under the Scrap Metal Dealers Act 2013 (except where Schedule 1 Paragraphs 7(7) and 7(8) representations are made) and to issue notices under Section 4(7) of the Act. Environmental Health Manager to exercise powers to issue and withdraw closure notices under the Act, to certify that the need for a closure notice/closure order has ceased to exist and to authorise appropriately qualified professional and support Officers to enter and inspect sites licensed under the Scrap Metal Dealers Act 2013, and to obtain and execute warrants of entry to premises in accordance with the Act. Environmental Health Manager to exercise powers to authorise appropriately qualified professional and support Officers to assess the suitability of applicants under the Act. Authority to the Borough Solicitor, on the recommendation of the Environmental Health Manager, to institute legal proceedings for offences contrary to the Scrap Metal Dealers Act 2013 and for application for closure orders under the Act.

The Head of Environmental Services to consider written representations and be the person appointed to hear oral representations in accordance with Schedule 1 Paragraphs 7(7) and 7(8) Scrap Metal Dealers Act 2013, and to exercise powers to grant/refuse applications and revoke/vary licences following consideration of such representations.

Changes arising due to identified typographical errors

At item 87:

- Omit 'clear' and substitute 'cleanse or repair'

At items 92, 93 and 94 under Public Health Act 1961:

- Remove item 92 and re-insert between items 69 and 70 under Public Health Act 1936
- Remove item 93 and re-insert between items 76 and 77 under Public Health Act 1936
- Remove item 94 and re-insert between items 77 and 78 under Public Health Act 1936
- Re-number amended items and subsequent items accordingly

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