

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE MEETING OF THE EXECUTIVE – 1 APRIL 2014

SUBMITTED TO THE COUNCIL MEETING – 15 APRIL 2014

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

- | | |
|----------------------------------|--------------------------|
| * Cllr Robert Knowles (Chairman) | * Cllr Donal O'Neill |
| * Cllr Mike Band (Vice-Chairman) | * Cllr Julia Potts |
| * Cllr Brian Adams | * Cllr Stefan Reynolds |
| * Cllr Carole King | * Cllr Adam Taylor-Smith |
| Cllr Tom Martin | * Cllr Keith Webster |
- * Present

Cllr Simon Thornton was also in attendance

Cllr Diane James attended the meeting to speak on Agenda Item 8 (Minute No. 181 refers) and then left

161. MINUTES

The Minutes of the Meeting held on 4 February 2014 were confirmed and signed.

162. APOLOGY FOR ABSENCE

An apology for absence was received from Cllr Tom Martin.

163. DECLARATION OF INTERESTS

There were no declarations of interest raised under this heading.

164. QUESTIONS

The Executive received the following question from Mr Jerry Hyman in accordance with Procedure Rule 10:-

“Despite the fact that EIA is required for the whole of the East Street (Brightwells/Riverside) development, Waverley's position is that the May 2008 non-EIA consent was secured by the widening and reinstatement to it's legal route of the footpath, carried out in May 2011. The Council is justifying the site clearance, remediation and tennis club works on that basis. Section 56 of the Town & Country Planning Act 1990 describes the nature of 'material operations' which can be considered to be the 'commencement of development' necessary to secure a planning consent.

In my view the Council's position appears unreasonable and untenable. In my view, the reinstatement of the footpath to its historic legal route would not require planning consent, and so cannot be considered a 'material operation for the Council's purposes, and the minor widening of the path appears to fall far short of the kind of works that Section 56 considers to be a 'material operation'.

My question is, what is the Council's justification (in terms of Section 56 of TCPA'90) for its assumption that the 2008 consent was secured by the 2011 footpath works?"

The Leader of the Council gave the following response:-

"The Riverside planning application included the following elements – a temporary car park, tennis courts, pavilion, fencing and combined footpath/cycleway. The combined footpath/cycleway footpath has been constructed. While it lies on the line of the existing footpath, the construction, using the importation of materials and laying of sub-layer, was an engineering operation under Section 55 of the Town and Country Planning Act and constituted the part implementation of the Riverside planning permission."

PART I - RECOMMENDATIONS TO THE COUNCIL

165. BUDGET MANAGEMENT REPORT – FEBRUARY 2014

165.1 The Executive received a report providing a projection of the total expenditure and income position for the General Fund and the Housing Revenue Account as at the end of February 2014 compared with the budget.

165.2 The detailed monitoring report for the Housing Revenue Account Capital Programme is attached at Annexe 1.

165.3 A potential outturn position has been identified which offers savings of £293,846 and reprogrammed work into next year of £804,600. This is a total underspend in 2013/14 of £1,098,446 on an original budget (inc approved slippage) of £13,154,392. Permission is sought to vire budget into the various work streams where work has been consolidated (eg kitchen alterations are incorporated with the replacement kitchen) as shown in Annexe 1.

165.4 The Executive RESOLVED that

1. the expenditure of up to £10,000 be approved to commission an external review of Waverley's Building Control Service and advise on measures to ensure delivery of a break-even Business Plan, with this expenditure to be met from the expected 2013/14 underspend;
2. the use of funds previously set-aside from the LPSA grants to cover additional purchase of garden-waste bins in 2014/15 be agreed, as detailed in paragraph 18 of the report;
3. the purchase of subsequent batches of bins be approved, as triggered by the additional demand up to the threshold of 10,000 bins, as set out in Section 18 of the report, to be funded from the LPSA funds;
4. officers be requested to bring a progress report on the Wey Court Refurbishment Appraisal back to the Executive, via the Housing Delivery Board; and

5. officers be requested to bring a report to the Executive detailing future options for the Broadwater Park Public Conveniences by September 2014.

The Executive now

RECOMMENDS that

- 36. the virements within the HRA Capital Programme, as shown at Annexe 1, be approved.**

[Reason: To provide a projection of the total expenditure and income position for the General Fund and Housing Revenue Account as at the end of February 2014 compared with the budget]

Background Papers

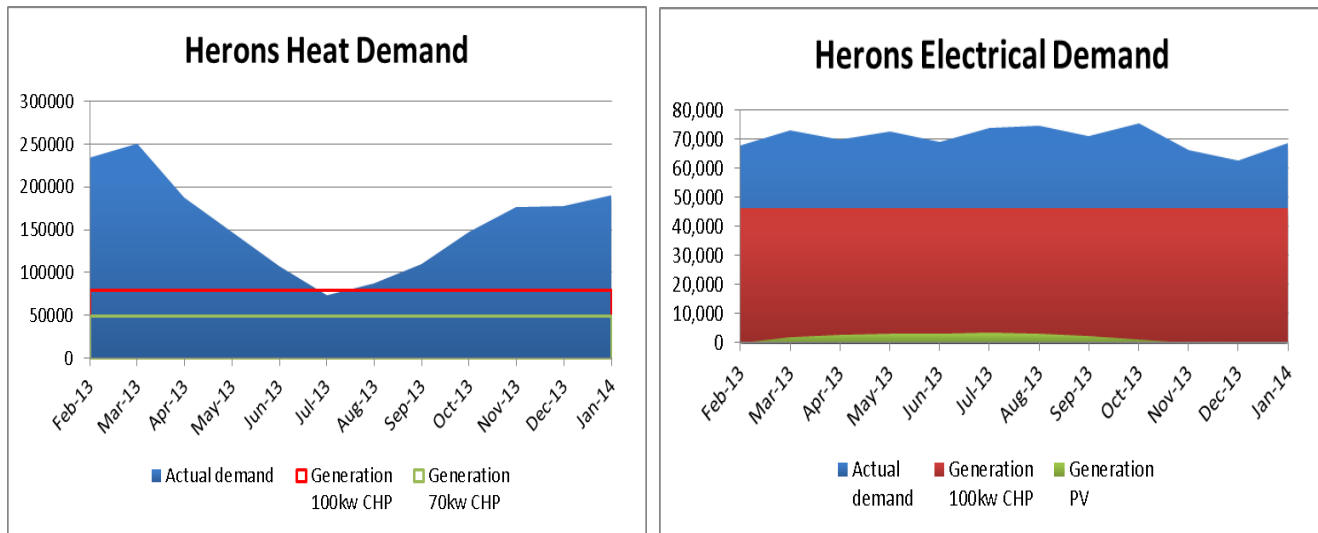
There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

166. LOW CARBON ENERGY OPTIONS – HERONS LEISURE CENTRE

- 166.1 A number of low carbon energy options for the Herons were originally approved by members over a year ago, to form part of the refurbishment works. The options were examined in terms of carbon and cost reductions, as well as practicality in terms of installation. The two shortlisted options were:
 - a. Gas Combined Heat Power (CHP) plant: will generate electricity and as a result produce free heat.
 - b. Solar PV: will generate a proportion of electricity and will provide an income through the Feed in Tariff (FiT).
- 166.2 Following that, it was considered more appropriate to examine those options on their own merits, separate from the main funding proposal for the refurbishment project. The Carbon Management Board has requested that the low carbon energy options for the Herons refurbishment are reconsidered and presented for additional funding approval. This report outlines the options proposed for consideration and demonstrates the return of the capital investment.
- 166.3 The Herons accounts for approximately 18% of Waverley's total carbon footprint. The refurbishment project presents an opportunity to make energy efficiency improvements to the leisure centre that will not only offer energy and cost reductions but also significantly reduce carbon. These improvements will support Waverley's commitment to reduce carbon emissions and is potentially our last opportunity to significantly contribute to our carbon reduction target.
- 166.4 Undoubtedly, the best time to look at implementing efficiency improvements is when major refurbishment works are being carried out, because it will minimise disturbance and potentially lower installation costs.

166.5 The two main low carbon options proposed for the Herons are: a Gas Combined Heat Power (CHP) plant (various sizing options explored) and Solar PV.

166.6 The graphs below give an accurate picture of the heat and electrical demand of the Herons over a period of 12 months. The CHP will be designed to cover the base load heat demand and the two sizing options considered, are plotted against that demand. The graph illustrates the need to also have gas boilers that will top up the heat demand. The majority of the electrical demand will be covered by the CHP with a small percentage contributed by the PV panels.



The cost benefits of investing in low carbon technologies are outlined in Tables 1 and 2. The CHP is examined in its own merits as well as in comparison to a gas boiler. The PV is based on 30kw unit which is the maximum potential of the roof.

166.7 Certain assumptions were made when calculating cost benefits of the CHP:

- Energy prices used are at current values paid by DC Leisure (DCL).
- DCL will be reimbursing Waverley from direct energy savings achieved
- The CHP will be running for 17hours a day for 52 weeks of the year, with 90% availability allowing time off for maintenance. A 15 year life span has been assumed.
- Gas boiler lifecycle savings have not been evaluated.

Table 1. Cost benefits of CHP when comparing to a gas boiler

Options	Capital Cost (1)	Estimated Annual Cost Saving (2)	Estimated Annual Maintenance costs (3)	Indicative Payback Period =1/(2-3)	Return on investment	CO2 Saving (t/y)	Contribution to carbon reduction target
70KW Gas CHP	£111,000	-£21,200	£9,500	9.5y	10.5%	236	4.5%
100KW Gas CHP	£140,000	-£31,700	£11,200	6.8y	14.6%	262	5%

30KW PV Array	£38,000	-£6,000	£175	6.5y	15%	13	0.2%
--------------------------	---------	---------	------	-------------	------------	----	------

Table 2. Cost benefits of CHP stand alone

Options	Capital Cost (1)	Estimated Annual Cost Saving (2)	Estimated Annual Maintenance costs (3)	Indicative Payback Period =1/(2-3)	Return on investment	CO2 Saving (t/y)	Contribution to carbon reduction target
70KW Gas CHP	£111,000	-£19,400	£9,500	11y	9%	236	4.5%
100KW Gas CHP	£140,000	-£28,800	£11,200	7.9y	12.5%	262	5%
30KW PV Array	£38,000	-£6,000	£175	6.5y	15%	13	0.2%

166.8 The tables above demonstrate two different ways of calculating potential savings. The difference in saving between the two can simply be explained by considering the efficiency of the CHP against a gas boiler. The CHP operates like a small power plant. It burns gas and it generates electricity and as result of this process it also generates useful heat. It is important to note that the cost savings that derive from a CHP relate mainly to the electricity generation, that if it was to be imported from the grid it would cost over three times more than the cost of gas.

166.9 Table 1 outlines the cost of running a CHP in comparison to a conventional gas boiler based on the same heat **output**. Table 2 just examines the cost benefits based on gas **input** in a CHP. A CHP, if considered for heat generation only, is less efficient than a gas boiler therefore will require more gas input to generate the same amount of heat output as a gas boiler. When looking at a CHP as a stand alone unit, we are neglecting that shortfall of heat generations (because of its inefficiency) that would still need to be generated through the gas boilers and will have an unavoidable associated cost. Therefore Table 1 gives a more realistic assessment of the CHP advantages.

166.10 Following further considerations in terms of CHP sizing, the 70kw CHP initially costed is not considered to be the optimum size for the site's energy demand and this is reflected in the payback time. A more detailed evaluation was conducted with a supplier that confirmed that the minimum size CHP for the energy requirements of the Herons is 100kw.

166.11 Gas boilers will also be installed to cover the peak heat demand and also to ensure full and smooth operations of the site when the CHP is being maintained. The sizing of those boilers could be reduced in size reducing their initial capital cost. The life expectancy of the gas boilers will increase significantly as they will be operating on half load basis. These costs savings are yet to be quantified.

- 166.12 The £3.3 million investment for the Herons refurbishment project (excluding brought forward life cycle costs) will give the Council 4.2% return on its investment. The low carbon options proposed within this report will offer, in a worse case scenario a 10% return. The calculations above present a snapshot of what the current prices and benefits will be. Energy prices are predicted to increase annually at a rate of 7% during the life of a CHP and PV making the returns even better.
- 166.13 The 100kw gas CHP is considered to be the optimum size plant for the Herons. DC Leisure has agreed that they will reimburse savings if Waverley fully funds any of the options. Energy generation from the CHP and PV will be metered and monitored to ensure a fair and accurate return. Energy tariffs paid by DCL in the future will be reflected in the returns.
- 166.14 The Executive

RECOMMENDS that

- 37. the two invest-to-save schemes for the Herons Leisure Centre be approved;**
- 38. the provision of a 100kw CHP be approved, to be fully funded by Waverley, with the capital budget of up to £140,000 being met from the Revenue Reserve Fund;**
- 39. authority be delegated to the Portfolio Holders for Finance and Sustainability and the Director of Finance and Resources to approve the final CHP scheme following additional information submitted on the specified new gas boilers; and**
- 40. the installation of a 30kw PV array be approved, with the capital budget of up to £38,000 to be met from the Revenue Reserve Fund.**

[Reason: To agree the options proposed for invest to save schemes for the Herons Leisure Centre].

Background Papers

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

167. DESIGN STANDARDS AND SPECIFICATION FOR NEW COUNCIL HOMES

- 167.1 In July 2013 the Housing Delivery Board discussed the process for ensuring good design and requested that a group was established to prepare a set of guidance notes on design standards and specifications for new Council developments. The final draft is attached at Annexe 2. A task and finish project group, comprising the Portfolio Holders of Housing and Housing Delivery and officers from Housing, Planning and Sustainability, met to develop these standards.

167.2 In preparing the standards, the group took into account the Homes and Communities Agency Design and Quality Standards, the Housing Quality Indicators, the consultation by the Department of Communities and Local Government on Housing Standards, Waverley Borough Council's Parking Standards and feedback from residents on their new housing association homes.

167.3 In November 2013, the Housing Improvement Sub-Committee received a presentation on the proposed guidance note on Design Standards and Specification for New Council Homes. This was followed by a presentation to the Tenants Panel in December. Comments raised were incorporated into the final draft. At the Housing Delivery Board in January the final draft was discussed. It was agreed that once the standards were agreed, the Council should encourage developers and housing associations to take them into account in their new developments.

167.4 In setting the standards and specifications within the document the Council aspires to create homes that meet the following principles:

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

167.5 The draft guidance note on Design Standards and Specification is divided into two sections:

Design standards (Section 3)

This section sets out the principles that should be given due consideration in the design of new homes and the standards that are expected to meet. It covers topics such as internal and external space standards, external appearance, storage, parking provision and sound insulation.

Specifications (Section 4)

This section sets out the detailed internal and external specifications for all new dwellings. A detailed specification is provided for each room and includes items such as electricity, data and telephone sockets, lighting, kitchen and bathroom fittings, flooring, door furniture, ventilation, room decoration and finishing. This will form the basis of the specification issued as part of the tender documentation for new developments.

167.6 A summary of the **key standards** outlined in the document include:

Internal space standards to Level 2, as specified in the Government's recent Housing standards consultation.
Accessibility standards will also be to Level 2, where feasible.
All 2+ bed properties across two floors are expected to provide 2 WCs, including one on the ground floor.
Properties of 3+ bedrooms should have two living spaces (i.e. a separate kitchen or kitchen diner)
Wherever practical all new dwellings should be provided with an entrance hall or lobby to conserve energy and ensure that entry is not directly into the living space or flight of stairs.
Where possible, kitchens and bathrooms will be located on an outside wall and have their own window.
Natural light should be maximised through glazing and orientation. Where possible, all habitable rooms should receive direct sunlight with a priority given to living, dining and kitchen space.
Design should be to Secured by Design standards
All new houses must include a (usually rear) private garden providing at least 50 m2 of usable amenity space.
Where possible, flats should have their own private garden. Where this is not possible, communal gardens should be provided that are suitable for children's play.
New developments should meet or exceed the Council's parking guidelines.
Storage to be provided at the levels stated in the London Design Guide standards.
New homes should meet the Code for Sustainable Homes (CfSH) level 4. Where this is not possible, the energy and carbon dioxide (CO ₂) as well as the water elements of Code 4 must be achieved.
Design should aim to achieve the highest level of credits under the CfSH for sound insulation.

167.7 By setting out the standards and specifications, working with consultants and contractors, the Council will develop attractive, high quality, energy efficient and future proof properties, which will provide excellent homes for tenants to live in.

167.8 The Corporate Overview and Scrutiny Committee welcomed the proactive approach being taken by Waverley to set high standards for the Council's new affordable housing, and was pleased to see that feedback from tenants had been taken into account with regard to requirements for provision of adequate internal and external storage space and useable amenity space, and future-proofing for accessibility requirements. The Committee endorsed the Design Standard and Specifications for adoption. The Executive now

RECOMMENDS that

- 41. the guidance notes on Design Standards and Specifications for new council homes be endorsed and adopted.**

[Reason: to approve the Design Standards and Specifications for new council homes.]

Background Papers

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

168. INTRODUCTION OF THE MOBILE HOMES ACT 2013

- 168.1 The requirement for and regulation of licensing of caravan sites is set out under the Caravan Sites and Control of Development Act 1960 (CSCDA). The Act prohibits the use of land as a caravan site without a site licence except in cases where an exemption applies under the first schedule. Currently if the owner of a site applies for a licence and has the relevant planning permission, the local authority must issue a licence. The only circumstance in which it can refuse to do so is if the local authority has knowledge that the site owner has had a site licence revoked within the previous three years. This is the case for new site licences and the transfer of existing licences where the site ownership changes hands.
- 168.2 There is currently no opportunity for the local authority to charge a fee for any aspect of the caravan site licencing provisions. Inspections of sites are carried out on a risk basis or following a complaint. Site licences are issued with conditions attached to cover such issues as: spacing between units, sheds, porches and other structures, fences and vegetation, fire fighting equipment, electricity and water supplies, drainage etc. Currently the only sanction for failure to comply with site licence conditions is through prosecution in the magistrate's court.
- 168.3 On 26 March 2013, the Mobile Homes Bill gained Royal Assent and became the Mobile Homes Act 2013 and introduced amendments to the CSCDA 1960 and the Mobile Homes Act 1983. The amendments to the Mobile Homes Act 1983 were in respect to site rules, pitch fees and removing the requirement for consent of the site owner to the sale or gift of a mobile home, most of which do not affect the Council's work. However, with effect from 25 May 2014, existing site rules will cease and new site rules will need to be deposited with the local authority. Regulations may require the local authority to establish and publish a register of site rules in its area. A fee can be charged for the work involved in holding copies of site rules.
- 168.4 In Waverley, there are at least six mobile home sites affected by the charging policy, of which four are park home sites and two are traveller sites. The following changes took effect on 1 April 2014:
- Licensing fees –a fee can be charged for new licence applications and transfers and variations of site licences. An annual fee can also be charged. Before charging any fees the local authority must prepare and publish a fee policy. Certain exemptions apply.

- Discretion on issue or transfer of licences – subject to regulations being issued by the Secretary of State it may be possible to refuse to grant or transfer a site licence.
- Appeals against site licence conditions – in cases where new licence conditions are issued, any appeal from the licensee will be heard by the Residential Property Tribunal instead of the magistrate's court.
- Enforcement of licence conditions – it will now be possible to take action against breaches of site licence conditions by issuing a compliance notice stating the steps to be taken to comply with the licence condition. We can also impose a charge for the cost of preparing and serving the notice (including the cost of obtaining expert advice. Failure by the site owner to take the action stated in the notice is an offence. A person who fails to comply with a compliance notice will be liable on summary conviction to a fine of up to £5,000.
- Power to carry out works - after a successful prosecution the local authority may carry out works in default to address the outstanding issues. If a breach of a licence condition poses an imminent risk of serious harm to the health or safety of any person who is or may be on the land, the local authority may take emergency action to remove the imminent risk. In both cases we can recover the costs of preparing and serving notices, obtaining expert advice and carrying out the works.

168.5 The Council will need to update the Scheme of Delegation to include the new enforcement provisions and introduce a fee policy. The proposed fee policy is set out in Annexe 3 and proposed amendments to the Scheme of Delegation set out in Annexe 4.

168.6 The Executive

RECOMMENDS that

- 42. the proposed fee structure for issuing caravan site licences, as set out at Annexe 3, be adopted; and**
- 43. the proposed amendments to the Scheme of Delegation at Annexe 4 be agreed and the constitution amended accordingly.**

[Reason: to outline the changes to licensing of caravan sites due to the introduction of the legislation and to seek approval of a policy to include the new enforcement provisions and the introduction of a charge for issuing licences].

Background Papers

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

169. CORPORATE COMMUNICATIONS STRATEGY

169.1 The proposed Corporate Communications Strategy seeks to set out a clear framework for council communications and give direction to publications, digital, press, emergency and internal communications. It has been shaped and influenced by public feedback and the views of councillors and officers. All councillors were invited to attend workshops and give their views on the strategy, which is attached at Annexe 5.

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

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

169.4 Feedback from elected members who participated within the strategy workshops has also shaped the strategy. Five themes in particular emerged from those workshops, namely:

- i. Increasing our communication with town and parish councils;
- ii. Delivering more proactive Public Relations;
- iii. Having a clearer communications strategy during local emergency or crisis situations;
- iv. Community signposting – physical signage/branding in and around the borough
- v. Clarifying how we gain customer engagement & insight.

169.5 The strategy sets out five key aims it seeks to achieve, namely:

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

169.6 The strategy sets out six key principles by which these aims will be achieved, namely:

- i. Achieving measurable change or action – ensuring that wherever possible that our communications activity has an impact;
- ii. Delivering effective and efficient communication – ensuring the most appropriate channel is used for each audience / situation;
- iii. Proactive, customer focused approach – minimising wasted effort and prioritising media activity to ensure optimum impact;
- iv. Digital first – meeting the increasing demands for digital communications channels whilst continuing to equally serve those who cannot or choose not to use this technology;
- v. News delivered at the heart of our communities – supporting digital and offline communities in Waverley to share information and news; and
- vi. Connected councillors – supporting those elected member who wish to understand, utilise and engage with new digital communications channels.

169.7 With the exception of Cllr Elliot Nicholls, the Corporate Overview and Scrutiny Committee endorsed the Corporate Communications Strategy. The Committee suggested that the approach to the print media be clarified to avoid concerns that Waverley was reducing its level of engagement with the local press; and that benchmarking against similar local authorities be included as a way of measuring the success of the Strategy.

169.8 At the Executive, the Portfolio Holder for Communications presented a number of detailed amendments which have been included in the copy of the Strategy attached as Annexe 5. The Executive

RECOMMENDS that

- 44. the Corporate Communications Strategy be approved and adopted.**

[Reason: to seek approval of the Corporate Communications Strategy which sets out a clear framework for Council communications and gives direction to publications, digital, press, emergency and internal communications.]

Background Papers

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

170. COMPULSORY REVIEW OF POLLING DISTRICTS, POLLING PLACES AND POLLING STATIONS

- 170.1 The Electoral Registration and Administration Act 2013 introduced a change to the timing of compulsory reviews of UK Parliamentary polling districts and polling places. As a result the Council is required to start and complete a review within a period of 16 months that started on 1 October 2013 and concludes on 31 January 2015. UK Parliamentary constituency boundaries cannot be changed by this review. Schedule A1 to the Representation of the People Act 1983 sets out the steps that the Returning Officer is required to complete during the 16 month period.
- 170.2 The statutory responsibility for reviewing UK Parliamentary polling districts and places rests with each relevant local authority for so much of any constituency as is situated in its area. The Returning Officer is required to comment on both existing polling stations and the polling stations that would likely be used if any new proposal for polling places were accepted. The Returning Officer must also decide how many polling stations are required for each polling place and allocate electors to the polling stations in such a manner as he thinks is most convenient.
- 170.3 The Electoral Commission does not play a role during the review process but once the Council has published the results of its review, specified interested parties may make representations to the Commission to reconsider any polling districts and polling places. The Commission may direct the Council to make any alterations to the polling places that it thinks are necessary, and such alterations must be made within two months.
- 170.4 A polling district is a geographical area created by the sub-division of a UK Parliamentary constituency for the purposes of a UK Parliamentary election. In England, each parish has to be a separate polling district. This means that a parish or community must not be in a polling district which has a part of either a different parish or community within it, or any unparished part of the local authority area within it, unless special circumstances apply. Those special circumstances could arise if, for example the parish/community has only a small number of electors and it is not practicable for the parish/community to be its own polling district.
- 170.5 A polling place is the building or area in which polling stations will be selected by the Returning Officer. A polling place within a polling district must be designated so that polling stations are within easy reach of all electors from across the polling district. Section 18B (4) (e) RPA 1983 states that "the polling place must be small enough to indicate to electors in different parts of

the district how they will be able to reach the polling station.” As a result the Electoral Commission advise that polling places should always be defined more specifically than simply the polling district – for example, by designating the name of the polling place as a particular building or area.

- 170.6 A polling station is the room or area within the polling place where voting takes place. Unlike polling districts and polling places which are fixed by the Local Authority, polling stations are chosen by the relevant Returning Officer for the election.
- 170.7 This is a review of UK Parliamentary polling districts, places and polling stations and so polling districts and places for other elections are not automatically part of the compulsory review. However, as polling districts and polling places for other elections are based on UK Parliamentary polling arrangements, the requirements of any other elections that are held within the local authority area should be taken into consideration as part of the review.
- 170.8 As part of the review, the Council must try to ensure that all electors have such reasonable facilities for voting as are practicable in the circumstances and that every polling place is accessible to electors who are disabled. The Council will publish a notice of the holding of a review on its website, in the local press and at each of the Town Council offices of Godalming, Haslemere and Farnham. The notice will invite views from all residents and invite suggestions as to alternative places that may be used as polling places. The Council will consult with the Returning Officer for the Guildford Parliamentary Constituency which is partly in the Waverley Borough Council area. The Council will also send a copy of the notice to interested parties including Councillors, MP's, MEP's, political parties and disability groups.
- 170.9 The consultation stage is intended to allow for representations and views to be made on the existing and proposed arrangements for polling districts and polling places. Representations must be made in writing, either by post, e-mail or fax. Waverley Borough Council's Returning Officer will make a comment on proposed polling stations and these representations will be placed on the Council's website, copies will be held at reception and copies will be circulated to the Town Council offices of Godalming, Haslemere and Farnham Town Council for public display. The Returning Officer's submission will include information as to the location of polling stations within polling places. The Council will seek views from those who have expertise in access issues on the Returning Officer's representations together with electors, political parties, Councillors and other elected representatives.
- 170.10 The review will commence on the publication of the notice on Monday 9 June 2014 and the deadline for submission of comments will be Friday 18 July 2014. A report will be prepared for consideration by the Council outlining the representations received. If the review results in the alteration of one or more polling districts, the Electoral Registration Officer will make the necessary alterations to the electoral register. Once the Council has made a determination, details of any new polling districts and polling places will be published together with the reasons for choosing each particular district and polling place. All correspondence received by the Returning Officer in connection with the review will be published. Where changes are made, those electors affected will be advised.

170.11 The review gives an opportunity to ensure polling places are still convenient for electors and to check that they are accessible to the whole community. Ultimately having convenient polling places can contribute to a good turnout at elections. The Executive RESOLVED that

1. approval be given to the Returning Officer carrying out a review of polling districts, polling places and polling stations in the terms set out above; and
2. the timing of the review is such that the consultation period runs from Monday 9 June 2014 to Friday 18 July 2014 inclusive.

The Executive further agreed to

RECOMMEND that

- 45. the Scheme of Delegation be amended to authorise the Returning Officer to vary a designated polling place in cases of urgency.**

[Reason: to outline the requirement to undertake a review of polling districts, polling places and polling stations, and the arrangements for conducting such a review].

Background Papers

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

171. WBC OWNED DITCHES – IMPROVING FLOOD RESILIENCE

171.1 The country has just experienced the wettest winter on record, with the resultant flooding causing significant damage to roads and property across the country. This has highlighted the need to ensure all watercourses and ditches on Council owned land are regularly maintained to reduce any potential flood risk.

171.2 The Council owns significant amounts of land within the borough of which many sites have networks of ditches and culverts crossing our land and adjoining neighbouring land. However there has never been any formal mapping exercise to identify the full extent or quantity of ditches undertaken by the Council. Due to the very wet winter and also the reports of significant flooding to the area, several emergency ditch works operations were required to be undertaken to prevent flooding to residents property and local roads from Council owned ditches.

171.3 As a result of this, the Parks & Countryside service recently embarked on an exercise to map out ditches and culverts on Council owned land (excluding housing tenant gardens). This data has now been added onto the Councils Geographical Information System (GIS) mapping system, so that there is clarity over the quantity of ditches and culverts the Council owns. The majority of these ditches are to be found on Countryside land, notably in the Cranleigh, Shamley Green and Wonersh areas, mainly consisting of roadside

verges or common land bordering roads and properties. A smaller quantity of ditches can be found in areas of Hale, Weybourne, Frensham, Farnham and Haslemere.

171.4 However despite all the mapping work undertaken of ditches, there is still further work required to identify the initial works needed to restore all the ditches to a good state of repair before they can be considered for regular annual maintenance as per contract requirement. The countryside rangers are currently visiting all the ditches and culverts to identify the initial capital works required and which areas should be prioritised first.

171.5 Through the Council's star chamber process last year, the Parks & Countryside team had already identified a requirement to resource some £10,000 (Agreed by Council) to fund essential ditch repair works to high priority areas that were identified as a flood risk to roads. Additionally, the Customer, IT and Office Services section identified a need for £25,000 to assess the condition and serviceability of piped water courses across the borough. However, there is still a need to resource further capital outlay so that the key open ditches identified through the mapping exercise will be put into good condition. It is anticipated that a further £35,000 will be required.

171.6 The Executive

RECOMMENDS that

46. £35,000 of capital funds be approved from the urgent schemes provision to restore key Waverley-owned ditches to a good condition and officers be asked to bring forward proposals for a programme of ditch maintenance in 2014/15.

[Reason: To agree to extra resources to ensure all ditches and culverts on Council owned land are in a good condition in order to reduce the potential flood risk to residents and roads and improve the Council's flood resilience].

Background Papers

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

172. ENVIRONMENTAL SERVICES – RESTRUCTURE PROPOSALS

[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 any individual]

172.1 Options for bringing about further service improvements within the Environmental Services team were initially considered at the Environmental Services Star Chamber meeting in November 2013. These options have since been developed with a view to addressing a number of identified issues around service resilience and succession planning. The proposals are intended specifically to deliver the following outcomes:

- To achieve a greater consistency of approach and higher service standards across Environmental Services.
- To deliver customer service improvements.
- To build the capacity of the team and create greater service resilience.
- To deliver these aims in the most efficient and effective way.

172.2 In order to achieve these aims it is proposed to undertake a service restructure which will enable:

- i. Further integration of the customer services function across Environmental Services in line with the recommendations of the 2013 Customer Services 'Foresight' report.
- ii. The creation of additional front-line supervisory capacity across the team.
- iii. The development of a more streamlined and integrated approach to service delivery with a more joined-up, cross-service team- creating more flexibility, capacity and service resilience.

172.3 A number of recent staffing changes across the team mean there is currently a window of opportunity during which there will be a greater amount of flexibility than normal to undertake a restructure. Through a combination of part-time working requests, retirements and resignations, the team is currently carrying vacancies equivalent to 2.4 FTE. Where necessary, these posts have been filled through a combination of secondments and agency cover on a temporary basis. The proposals contained within this item would see these temporary arrangements coming to an end, and a new, permanently staffed structure being put in place.

172.4 The current structure of the Environmental Services team is shown at Annexe 6. This structure follows a traditional 'service area' approach, with a team leader/ manager responsible for each of the four areas of Environmental Health, Environmental Services, Parking Services and Corporate Health & Safety/ Emergency Planning. This structure has some shortcomings - particularly around the lack of front-line supervisory capacity - and it also does not recognise the fact that many roles and functions are currently replicated between the parking and environment teams, meaning that there is the potential to create a greater resilience (and in some cases reduce areas where duplication might occur) across the two service teams.

172.5 At Annexe 7 is a proposed structure chart for a revised structure, intended to address the aims of:

- a) Further aligning customer services across the service;
- b) Preparing the ground for the integration of elements of Community Services into this approach;
- c) Creating more capacity and resilience across the service in terms of project management (an area in which the Environmental Services team is currently strong but Parking Services lacks capacity),
- d) Bringing together into a single team the various contract monitoring/ inspector roles currently spread across the services;
- e) Providing additional front-line supervisory capacity.

172.6 In practice, this would result in 3, rather than the current 4 Service Managers reporting to the Head of Environmental Services, as follows:

- Environmental Services and Parking Manager
- Environmental Health Manager
- Safety & Emergency Planning Adviser

172.7 Environment and Parking Services would then be restructured into three separate functions:

- Customer Services for the whole service (in time, also incorporating grounds maintenance, parks, arboriculture as 'Phase 2')
- Projects for the whole service- incorporating the existing Environmental Services project team, but with a team leader (the existing team currently reports directly to Environmental Services Manager), and incorporating Parking projects.
- Contract monitoring/ technical team- incorporating Environmental Services contract monitoring officers, Parking technical team (and potentially, as a 'Phase 2' the Grounds Maintenance monitoring resource) under a team leader. This team could possibly operate on a geographical 'patch' basis, rather than by discipline.

172.8 In summary the proposed structure would result in the deletion of the two vacant posts of P/T Administrative Assistant (post AB10) and P/T Environmental Services Technical Officer (Post EB30). It would also see the formerly full-time role of Permit Administrator/ Appeals Officer (post EB01) becoming part time on a permanent basis. These changes are all without HR implications as they impact vacant posts, or posts in which the post holders have already requested a reduction in hours.

172.9 However, the creation of a single managerial role in the place of the two posts currently overseeing both waste & recycling and parking services will result in the loss of a post. The Environmental Services Manager post is currently graded as a pay band 4 post, with the role of Parking Services Manager being a pay band 5 post. The restructure will result in a single post of Environmental Services and Parking Manager at pay band 4. The post of Parking Services Manager will therefore be deleted and the post holder will be at risk of redundancy. The details are included in (Exempt) Annexe 8.

172.10 Following the discussion at Star Chamber, and in order to help shape these proposals, the Head of Environmental Services has undertaken a formal consultation process with both post-holders, with support from Strategic HR. The feedback from this consultation has been considered and reflected in these final proposals.

172.11 The proposed changes to the establishment with effect from 1 May 2014 are summarised below:

Delete:

- EA09 Parking Services Manager

- AB10 P/t Administrative Assistant (vacant)
- EB30 P/t Environmental Services Technical Officer

Redesignate:

- Environmental Services Manager to Environmental Services and Parking Manager
- Operational Services Team Leader to Customer Services Team Leader

Create:

- Operations Team Leader
- Projects Team Leader

172.12 The Executive

RECOMMENDS that

- 47. the restructuring proposals set out in paragraph 172.11 above be agreed; and**
- 48. the redundancy of post holder EA09 be agreed, as detailed in (Exempt) Annexe 8, with redeployment being the Council's preferred option if at all possible.**

[Reason: To consider proposals for a management restructure of the Environmental Services team].

Background Papers

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

173. REVIEW OF HOUSING SERVICES: EMBEDDING A STRUCTURE THAT DELIVERS A HIGH QUALITY CUSTOMER FOCUSED HOUSING SERVICE

[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 any individual]

- 173.1 A new structure for Housing was approved in July 2012 and the new service was launched in September 2012. Over the last twelve months the structure has been regularly reviewed and improvements agreed by Executive. Some of the improvements relate to new posts agreed on a temporary basis pending the next formal review. This item consolidates the agreed changes, seeks to make the temporary posts permanent and building on this, makes further recommendations on the development of the Housing Service. The proposed revised structure (Annexe 9) reflects the significant increase in scale of investment and enables the delivery of the Council's service plan priorities.

- 173.2 There are a number of reasons for reviewing the service. The Council expects Waverley's Housing Service, like all Council services, to be among the very best in the country. A service that provides accessible and highly responsive customer-focused services, represents excellent value to local people and delivers the priorities set out in the Housing Service Plan. Affordable Housing is a key priority in the Council's Corporate Plan.
- 173.3 The Service also needs to respond to significant national drivers for change including a raft of new legislation in terms of tackling anti-social behaviour and tenancy fraud, the introduction of Flexible Tenancies, changes to Right to Buy legislation, Welfare Reform, and the wider Localism agenda, all of which will impact upon Waverley's Housing Service.
- 173.4 Historically Waverley's Housing Service has lacked resources to invest in the Council's housing stock. In 2012, the Council agreed a 30-year investment strategy to ensure that all homes meet the Decent Homes Standard by 2014 and that surpluses are invested in new affordable housing and in improving the quality of the existing housing stock. This is a huge opportunity for the Council and one that needs to be led and underpinned by a clear and strong staffing structure. The increase in investment requires improved financial and quality controls to ensure that value for money is achieved.
- 173.5 The Housing Service has been seeking to do more for those people in greatest need and take a fresh look at how the service can respond better to those groups that draw a disproportionate level of resources from the Council and other public service providers – such as those families with multiple and complex needs. This will involve working much more closely with other service providers in a spirit of partnership, sharing knowledge and expertise and finding ways to better co-ordinate and integrate the Council's approach. There is also a need to increase the understanding of Waverley's customers, through tenant involvement, participation and scrutiny and maximise the opportunities for the co-design of local services.
- 173.6 To ensure that Waverley's Housing Services is not just "fit for purpose", but aspires to provide a first class responsive service to Council tenants and residents it is necessary to reconsider how best to provide these services including the organisational structure and posts the Council needs to deliver this. The availability of funding has enabled the Council to establish an ambitious Housing Development Programme to deliver 30 new affordable homes per year, that are energy efficient and designed to modern standards, in places where people want to live and will contribute towards meeting the high level of housing need in the borough. To deliver this ambitious programme, the Council needs to expand and strengthen the Development Team.
- 173.7 A stronger and more effective Housing Service in Waverley needs to be underpinned by a much clearer understanding of the needs and aspirations of the council's customers. This understanding needs to be embedded in the work of each of the teams and will be used to drive further improvements in the design and delivery of the Council's services. For customer facing teams, this will mean more time out on the estates meeting with customers.

- 173.8 The Council needs to be confident that its Housing Service is striving for the highest standards of performance, benchmarking with the best providers and responding quickly to any signs that performance may not be meeting expectations. To help with this, all customer-facing services will be expected to strengthen their performance management. This will include preparing either weekly or monthly performance reports setting out progress in terms of the key measures of success relevant to that service.
- 173.9 Local service teams need to better anticipate, not just react, to external challenges impacting on our services. A more forward looking and proactive service will help give more time to prepare well for these challenges, as well as scope to position the Council to make the most of new opportunities. The Council's Housing service will strengthen individual accountability and empowerment, enabling every member of staff to feel able to make a positive difference in their area and to feel proud about the contribution they have made. The Housing Service will seek to make it easier for customers to make contact and easier for them to hold the Council to account for the actions staff take on their behalf.
- 173.10 The Council will invest more in the professional development of the Council's staff and teams, ensuring that our people have the skills they need to deliver an excellent service. This will include core skills relevant to all teams such as customer service skills. The Council will continue to work in partnership with other agencies and sectors to ensure that the Council's services meet the needs of our tenants and service users, share expertise and look for opportunities to deliver a more integrated and streamlined approach to service delivery. The Council will also strengthen its approach to contract management, developing a partnership ethos, clear expectations and robust performance management.
- 173.11 A fundamental step change in July 2012 was to make the Housing Service more accessible and accountable to its customers through core services being delivered on a "patch" (geographic area) basis and this has worked well. It is proposed to update these arrangements for each "patch", having an Inspector (rather than a surveyor), a Tenancy and Estates Officer and a Rent Officer.
- 173.12 Details of the proposed teams are set out below. The proposed arrangements clarify the roles and responsibilities for the delivery of the various revenue and capital projects/contracts and incorporates the temporary posts agreed over the last year. The Property Services Teams will be managed by the Property Services Manager.
- 173.13 The Responsive Repairs Service will include the Customer Services Team, Repairs Manager, Inspectors and Voids Technical Officer and be key points of contact for customers on all property issues on the telephone or out and about on our estates respectively. The Customer Service Team will provide support for all of the Property Services Teams. The Planned Works Team will be responsible for delivering the Decent Homes Programme and cyclical works. The Compliance Team will ensure health and safety is effectively delivered. It's establishment is partially in response to the HSE Improvement Notice served on the Council in relation to the Council's management of asbestos.

- 173.14 The Asset Management Team will develop a five year asset management strategy and annual programme of works. Moreover the Team will be responsible for overall budget monitoring and control and to develop expenditure management processes to ensure value for money is delivered for each works programme. The Strategic Projects Team will primarily deliver the projects funded from the Stock Improvement reserve such as Rolston House refurbishment. They will also work closely with the Development Team to deliver projects funded from both the New Build and Stock Improvement reserves such the Ockford Ridge regeneration project.
- 173.15 The Development Team will deliver the New Homes programme and work with the Strategic Projects Team as described above. This team will be managed by the Head of Strategic Housing and Delivery. The key roles of the Property Services Manager and the Heads of Service are to ensure the effective coordination of the teams.
- 173.16 To move towards the provision of first class customer services, the Tenancy and Estates Team needs to build on the progress made in the last year of being more proactive. To enable the Team to spend more time delivering services on their “patch” it is proposed that greater and more structured administrative support is provided by establishing coordinator roles within the team. The administration staff will also provide support to other landlord services Teams. Two Intervention Officer posts are being established to deal with tenants with complex needs to avoid the Tenancy and Estates Officers becoming too involved in a small number of cases and preventing them providing the wider service including annual tenancy checks.
- 173.17 Due to the greater allocation of resources to the management of the front line services over the last year it is envisaged the workload of this Team will focus on performance monitoring and reviewing and updating policies and procedures to ensure the delivery of a first class customer-focused service. It is proposed to delete one of the two Service Development Officer/Special Projects Officer posts and rename the team as Service Improvement Team to more accurately reflect their role. This may result in a potential redundancy. The details are included in (Exempt) Annexe 10.
- 173.18 Under these proposals there is no change to the Sheltered Housing Service, the Rents Team, Resident Involvement, Leasehold Management, the Families Team, Private Sector Team or the Housing Options Team. It is proposed to review these teams over the next two years.
- 173.19 The main changes to the establishment are summarised below:

Original	Posts	Proposed	Posts
Original Posts (Established)	96	Posts established	96
New Temporary Posts (agreed by Executive for 2013/14 - pending this review)	10	New permanent posts including consolidation of temporary posts in to the establishment	16

		Posts deleted from establishment	-3
Total	106	Total	109

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

Staff Costs 2013/14 estimated outturn	salary cost (£)
96 Establishment	3,237,870
10 Posts - temporary appointed during 2013-14	349,800
106 Total	3,587,670

Staff Budget 2014-15 (excludes annual increments)

96 Establishment (from 2013/14)	3,261,630
8 Consolidated Temporary Posts	282,470
8 New Posts	225,012
3 Deleted Posts	-100,332
109 Total	3,668,780
Additional cost over 2013-14 estimated outturn	81,110
<i>Cost increase compared to original 13-14 budget:</i>	407,160
Establishment Growth	
Of which	
Capital	236,980
Revenue	170,180

Detailed Staffing Changes

Posts to be deleted

1 Service Development Officer	HA04
1 Special Projects Officer	HA11
1 Support Worker	HH11 (vacant)

Permanent posts to be added to the establishment

1 Project Co-ordinator
1 Project Co-ordinator Ockford Ridge
1 Development Officer
1 Team Support Administrator
3 Inspectors
1 Clerk of Works
1 Technical Administrator

- 1 Surveyor (Compliance)
- 1 Database Support
- 1 Quantity Surveyor
- 1 Surveyor (Strategic Projects)
- 1 Intervention Officer
- 1 Co-ordinator
- 1 Service Improvement Officer

Redesignated Posts			
H003	1 Database Administrator	→	1 Programme Planner
HF16	1 Health & Safety Officer	→	1 Compliance Manager
HH22	1 Community Housing Officer	→	1 Intervention Officer
H103	1 Team Administrator	→	1 Co-ordinator
H005	1 Team Administrator	→	1 Co-ordinator
HA05b	1 Team Administrator	→	1 Co-ordinator
HF05	1 Surveyor	→	1 Senior Project Co-ordinator

173.20 Generally, as a result of consultation, the support for the revised Housing Service has been positively received. Two changes have been made as a result of the consultation process:

- A revision has been made to the Responsive Repairs Service to retain the post of Void Technical Officer to ensure the effective void management during a period of change and contribute towards achieving successful outcomes through Project 20.
- Although the roles of Co-ordinator are managed within the Tenancy & Estates Team, they will provide support to other Landlord Services Teams.

173.21 The equalities implications from this restructure will be assessed at each stage in the process through the development of an Equality Impact Assessment and action will be taken in response to any issues identified. The Equality Impact Assessment will form an integral part of the decision making process on the final structure. At this early stage in the process, a particular focus has been given to ensure that there are a range of opportunities for all staff to have their questions answered and to provide feedback on the proposals.

173.22 The Executive

RECOMMENDS that

49. the proposals set out in the table at paragraph 173.19 above be agreed;
50. the establishment be changed to reflect the proposals set out above;
51. the new structure takes effect from 1 May 2014; and
52. the redundancy of postholders HA04 and HA11 be agreed at a cost shown in (Exempt) Annexe 10, noting that redeployment will be the Council's preferred option if at all possible.

[Reason: To outline proposals for the future arrangements for the Housing Service, which have been developed as a result of reviewing the Housing service structure agreed in July 2012 in the light of experience].

Background Papers

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

174. HOUSING MANAGEMENT AND MAINTENANCE PROCESS IMPROVEMENT PROJECT

[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)]

- 174.1 In December 2013 the Housing Service invited four consultants to quote for the Housing Management and Maintenance Process Improvement Project. The aim of the project is to review and improve current housing management and maintenance service delivery processes, resulting in a reduction in manual handling, and maximising the use of Orchard (the housing management database). The project will also focus on implementing electronic interfaces between Waverley and its maintenance contractors. A request for quotation document split the project into three lots and identified key deliverables.
- 174.2 The expertise required to support Waverley to make these improvements, particularly with regards to developing Orchard, does not exist in-house and so outsourcing was considered a viable option. Two quotes were received and following their evaluation the lowest bidder was invited to give a presentation and be interviewed. The panel who saw the presentation and conducted the interview felt that the contractor demonstrated that they have:
- excellent process re-engineering skills
 - a clear understanding of system interfaces
 - excellent project management skills
 - experience in housing processes and IT systems, particularly maintenance processes
 - a track record of delivery to timescale and within budget
- 174.3 (Exempt) Annexe 11 sets out quotation evaluation details and the request to appoint.
- 174.4 The Housing Management and Maintenance Process Improvement Project is scheduled to run for 18 months. Personnel have been provisionally matched to key roles in the project governance structure. An incremental approach will be taken in order to minimise the impact on business as usual. Once started the project will not progress to the next lot if a lot is not delivered, or if what is delivered does not meet the agreed outcomes.

- 174.5 The project will be completed in four stages over three financial years. The project is split into three lots relating to service area, Housing Management, Housing Maintenance and Leasehold Management. The order of processes and final project plan will be agreed following the scoping work. The scoping work will be met from the 2013/14 Housing Consultancy budget. The approved Housing Budget 2014/15 includes budget headings which will fund the majority of the project.
- 174.6 The small shortfall in budget to cover the project work in 2014/15, is expected to be met from general savings in 2014/15. To progress the project as described, approval will be sought in the 2015/16 budget setting process for the completion of the project.
- 174.7 Waverley is continuing to face the challenges of providing a good quality housing service, continuously improve it and demonstrating that it delivers value for money. To ensure that the Housing Service can meet these challenges, the housing processes need to be reviewed and enhanced to make them more efficient and effective, and the Orchard IT system needs to be re-aligned to support delivery of the new processes.
- 174.8 Electronic links need to be developed between Waverley's and their maintenance contractors' systems to reduce manual handling and duplication, and to give Waverley access to real-time cost and performance data, so that officers have the information they need to proactively monitor and manage these contracts, demonstrate value for money to take robust action to deal over claims and underperformance as required. From a housing management perspective, the most important IT system upgrade that is required is one to support the process of issuing and monitoring the new tenancies. Without the necessary IT upgrade, it has not been possible for the Council to start using introductory and flexible tenancies and implementing the approved tenancy policy and procedure.
- 174.9 81% of the respondents to the 2012 Survey of Tenants and Residents (STAR) said that overall they were satisfied with the services provided by Waverley. In addition to measuring overall satisfaction STAR also gathered feedback from tenants about key service areas and core services, the results of which make clear the areas of the Housing Service where Waverley is performing well, and the areas for improvement. The completion of this project and the successful implementation of the subsequent new ways of working will lead to good, value for money services being delivered across all of the Housing Service, which will be measurable by improved levels of tenant satisfaction.
- 174.10 The main risk of not completing this project is that Waverley's Housing Service will continue with their current ways of working making it difficult to improve its services to residents, improve tenant satisfaction, and reduce costs. The project supports the Councils initiative to "spend to save". Clear consistent processes will reduce the number of complaints, repeat calls and duplication of efforts. The Housing Service will be more efficient and better placed to deliver excellent services to tenants and leaseholders. The Executive agreed to proceed with the Improvement Project and now

RECOMMENDS that

53. the quotation evaluation and the appointment of chosen contractor, as set out in (Exempt) Annexe 11, be approved.

[Reason: To seek approval to undertake the Housing Management and Maintenance Process Improvement Project and appoint consultants].

Background Papers

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

175. NEW AFFORDABLE HOUSING PROJECT AT BADGERS CLOSE, WARREN AND PERRIOR ROAD AND SILO DRIVE, FARNCOMBE

[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)]

- 175.1 Gerry Lytle Associates Ltd submitted planning applications for the three sites at the end of March 2013. Planning permission was granted on 22 May 2013. Pre-development services have been provided by Michael Edwards Associates (MEA) in the role of Employers Agent and Coopers & Withycombe and Pope Consulting to provide structural and services engineering services respectively.
- 175.2 On 10 December 2013, the Council approved an allocation of £1.27 million from the New Affordable Homes Reserve for development of nine properties at three sites in Farncombe (Silo Drive, Badgers Close and Warren and Perrior Road). The approval also included approval for pre-development cost and for the selection of a build contractor in accordance with the Council's Contract Procedure Rules. These costs are set out in (Exempt) Annexe 12.
- 175.3 Prior to a tendering the build contract, adverts were placed on the South East Business Portal to seek expressions of interest from contractors through a pre-qualification questionnaire. Eight contractors responded and were financial assessed. The contractors PQQ's were assessed against the set criteria and were financially assessed, to ensure they met the specified financial criteria and to verify that they are financially sound. Tender documents were issued to the short-listed contractors. Three of the four contractors submitted tender returns, Contractor 1, Contractor 2 and Contractor 3.
- 175.4 All the tender bids received were higher than expected and there are several reasons why this may be the case. Over the last 12 months there has been an increase in development activity in the South East and this has had an impact on the availability of contractors, also the extent of external works on at these

sites is quite large which adds costs to the scheme. MEA have advised that the current average build cost per square meter is approximately £1,800 - £2,000 which is higher than the initial cost estimates calculated a year ago.

- 175.5 In mid-January, the lowest tenderer, Contractor 1, withdrew their bid stating the reason as their recent success at securing other larger commissions. This is unprecedented and unusual considering the effort required on a design and build contract bid to submit a tender. The implication of the withdrawal of the lowest bidder was the requirement to consider the second and third place bids from Contractor 2 and Contractor 3. Post tender interviews were held with Contractor 2 and Contractor 3 who both demonstrated significant capability to deliver the scheme. The interviews focused on costs and both tenderers were given tasks to reduce costs, primarily relating to elements of the external works and design fees included within the bids. The (Exempt) Annexe also provides details of the initial and post interview bids.
- 175.6 The Housing Delivery Board was updated on the outcome of the value engineering exercise. The Board requested that further negotiations were undertaken to bring the bids closer to the agreed budget. As one of the contractors had also provided a bid based on a longer build programme it was agreed that, the other contractors should be asked to do the same. If the project could not come in on budget a report should be submitted to the Executive requesting approval of additional budget provision to fund the development of the 9 new units of affordable housing in Farncombe. Both Contractors 2 and 3 have submitted their final proposals. There could be additional savings made in the specification which would lead to a reduction from Code for Sustainable Homes Level 4. The Executive

RECOMMENDS that

- 54. an additional budget from the New Homes Reserve to the approved budget be approved to fund the development of 9 new affordable homes at three sites in Farncombe, as set out in (Exempt) Annexe 12; and**
- 55. the preferred Contractor 2 be appointed using the approval given by the Council on 10 December 2013 and authority be delegated to the Director of Operations in consultation with Director of Finance and Resources, the Portfolio Holder for Strategic Housing and the Portfolio Holder for Finance to agree contractual terms.**

[Reason: To seek approval to increase the budget for the project and to confirm the intention to appoint Contractor 2 as the build contractor for this project].

Background Papers

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

176. OCKFORD RIDGE: BUYING BACK PROPERTIES WITHIN THE REDEVELOPMENT AREA

[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 Paragraphs 1 and 3 of the revised Part I of Schedule 12A to the Local Government Act 1972, namely:-

Information relating to any individual (para 1); and

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

- 176.1 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. The proposed scheme will replace 62 existing homes with 100 new-build homes.
- 176.2 Of the 203 homes at Ockford Ridge, 61 have been sold under Right-to-Buy. There are six privately-owned properties within three out of the four areas identified for redevelopment, as shown in (Exempt) Annexe 13. The Council will need to buy these properties back in order for the development to progress and the number of affordable homes on the estate to be increased.
- 176.3 Consultation with the six owners started in June and has continued alongside the community consultation for the last ten months. Some of the owners have now identified alternative properties to purchase that would enable them to move away from the area before the building works start and are ready to negotiate a price for the purchase of their properties. These properties will be able to provide additional homes for short-term temporary accommodation during the build programme. Each of the properties has been valued by an independent valuer. Details are included in (Exempt) Annexe 13.
- 176.4 Where the Council is buying properties for redevelopment, as it is in this case, each owner will be entitled to compensation. This comprises of a Home Loss payment, equivalent to 10% of the market value of their home, and a disturbance payment to cover costs incurred to move. The Executive

RECOMMENDS that

- 56. the six properties within the defined redevelopment areas identified in (Exempt) Annexe 13 be purchased;**
- 57. the purchases be subject to a market valuation, as per the details set out in (Exempt) Annexe 13, and subject to negotiation and final agreement between the Portfolio Holders for Finance and Housing Delivery and the Executive Director;**
- 58. the purchases be funded from the new affordable homes capital programme; and**
- 59. the carry forward of the £250,000 balance of the 2013/14 buy back budget and the bring forward of £160,000 from the 2015/16 budget be approved.**

[Reason: To seek approval to purchase six houses within the redevelopment area at Ockford Ridge to enable the proposed development scheme to proceed].

Background Papers

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

177. PROPOSED REMODELLING OF FORMER STAFF ACCOMMODATION AT BOWRING HOUSE

[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)]

- 177.1 Bowring House is one of eight sheltered housing schemes in Waverley. It provides 33 self contained flats within the very popular Farncombe area for older people who are over the state pensionable age and are in need of some support to maintain their independence. A reasonable and positive balanced community will be promoted within the schemes.
- 177.2 The present and original communal lounge and meeting room has been found to be too small to accommodate the greater majority of tenants at any one time. Also, the present kitchenette within the lounge forms a safety hazard with little workspace and an incorrectly positioned freestanding cooker; this is considered ergonomically unsafe and only adequate for catering for small groups of people. Adjacent to the communal lounge is the void former managers 3 bedroom accommodation. It is intended to remove the dividing wall and expand the communal lounge into the upper 1st floor area of the accommodation. This would create a much needed large lounge and function area. The proposed layout is attached at Annexe 14.
- 177.3 The vacant accommodation is losing rental income and incurring council tax charges. Discussions with Housing Options have highlighted that there is demand for sheltered accommodation in Farncombe and there would be no difficulty in letting any extra accommodation.
- 177.4 It is also intended for the lower ground floor parts of the same former manager's house to be simultaneously converted into a one bedroom self contained flat. This new dwelling would be brought back into the scheme for normal tenancy occupation. The scheme would greatly benefit from a larger lounge which is currently too small for the number of tenants living within the scheme and does not positively promote social activities due to the small environment. The lounge area could be extended into the first floor of the previous accommodation to provide a larger communal area that can also be divided in to separate rooms if required.

- 177.5 This will provide the opportunity for current and future tenants to enjoy a more relaxed and spacious communal environment that could also entice external relationships. Furthermore, this would also be a better reflection and keeping with other schemes owned by Waverley Borough Council who all benefit from larger and more accessible communal areas. At this stage we need to identify capacity within our current structure. It may be the case that we need additional capacity to deliver this project.
- 177.6 The tenants originally requested for consideration to be given to a larger communal meeting lounge/social function room with safer and larger kitchen/server facilities. The tenants have had the proposed project explained to them by sheltered staff and surveyor and a further meeting will take place with the tenants, Scheme Manager, Surveyor and the successful contractor appointed to the works prior to commencement.
- 177.7 Tenders were originally sought from four known contractors. Only two returned prices. The results for the tender to extend the 1st floor lounge and also convert the ground floor parts of the former manager's house are shown in (Exempt) Annexe 15.
- 177.8 Bowring House would have the much required space it severely lacks for meetings to carry out private and sensitive conversations, medical appointments, support plan meetings, networking meetings etc. as well as the ability to increase social activities within the scheme and local community. The additional ground floor accommodation would add capacity to a very popular scheme which never has on-going void issues. Discussions with Housing Options have highlighted that there is demand for sheltered accommodation in Farncombe and there would be no difficulty in letting any extra accommodation. They agree with the recommendation and the need to provide a further one bedroom flat within Bowring House.

Weekly Rental Income (estimated)	£91.70
Yearly Rental Income (estimated)	£4768.40

- 177.9 The pay back based on the additional rental income, less extra repair and other costs is approximately 20 years.
- 177.10 Farncombe Day Centre is attached to the front of Bowring House. The proposed works to Bowring House offer the opportunity to incorporate works required to separate the utility supply at the adjacent Day Centre. The day centre runs completely independently of the sheltered housing scheme. However, as this is an old building, when the day centre was set up, utility costs were not separated and a contribution for these costs was sought. It has been difficult to ascertain the exact amount of utilities used and therefore the charges to the day centre are not a true reflection of the costs.
- 177.11 An investigation by the Sustainability Officer indicates that Bowring House is subsidising the cost of utility provision to the day centre by approximately £4,000pa. It is desirable to separate utility costs so both services are independent and it would be sensible to carry out the separation of these utilities at the same time as works are carried out to alter the former staff

accommodation at Bowring House to minimise the disruption to tenants. The Executive agreed to approve the works necessary to separate utilities of Bowring House and the Farncombe Day Centre, subject to the outcome of a detailed survey, with the one-off cost of up to £20,000 being met from the HRA Stock Remodelling Fund. The Executive also

RECOMMENDS that

- 60. the successful contractor shown in (Exempt) Annexe 15 be appointed to carry out communal lounge extension works, in addition to remodelling of the ground and first floor parts of the former manager's accommodation, to be funded from the stock remodelling budget (conversion of former staff accommodation) included in the 2014/15 Capital Programme.**

[Reason: To outline the proposal to remodel the present void scheme manager's two storey family accommodation to provide an enlarged tenants lounge area and kitchen to the first floor with a new one bedroom self contained flat for standard tenancy use].

Background Papers

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

178. PROPOSED REMODELLING OF FORMER STAFF ACCOMMODATION AT FALKNER COURT

[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)]

178.1 Falkner Court is one of eight sheltered housing schemes in Waverley. It currently provides 29 self contained flats within the very popular Farnham area for older people who are over the state pensionable age and are in need of some support to maintain their independence. We will also endeavour to promote a reasonable and positive balanced community within the schemes.

178.2 The Scheme severely lacks space for meetings to carry out private and sensitive conversations, medical appointments, support plan meetings, networking meetings etc. Currently, staff and tenants would either have to use the communal lounge; which would prevent others from accessing it during this time. Or tenants are made to use their individual accommodation; which is not always appropriate or have the necessary room. The present communal lounge is the only communal space and is greatly used for social activities. The proposed layout is attached as Annexe 16.

- 178.3 The current void rear ground floor 3 bedroom flat formerly used by a scheme manager, offers provision for a new 2nd lounge/meeting room with additional direct access to the unused communal cultivated gardens to the rear of the scheme (previously private gardens with the staff accommodation). The vacant accommodation is losing rental income and incurring council tax charges. Discussions with Housing Options have highlighted that there is demand for sheltered accommodation in Farnham and there would be no difficulty in letting any extra accommodation.
- 178.4 This accommodation could be separated in to a one bedroom flat as well as providing a further small tenants lounge/meeting room from the other two bedrooms. This new dwelling would be brought back into the scheme for normal tenancy occupation. The two bedrooms will be incorporated to form a new second communal lounge meeting room for tenants. A new doorway adjacent flat 10 will provide tenants with access to the new lounge and further access through to the former manager's garden. The access to the garden will be through French style doors with ramped and stepped access to the gardens. Current tenants have expressed an interest in having a communal garden as currently there is only a central court yard available
- 178.5 This will provide the opportunity for current and future tenants to enjoy a more relaxed and spacious communal environment that could also entice external relationships. Furthermore, this would also be a better reflection and keeping with other schemes owned by Waverley Borough Council who all benefit from larger and more accessible communal areas.
- 178.6 The Planning Department have been consulted regarding the modification to the south (public footpath facing) elevation at ground floor level due to the provision of a new small window. Planning confirm their agreement in principle to this alteration and consider the alteration to the exterior as minor although a formal application has been necessary.
- 178.7 The tenants originally requested for consideration to be given to a new second additional lounge. The project under consideration will provide this facility in addition to providing additional access to former unacceptable garden areas for the tenant's enjoyment. A meeting with the tenants has taken place and the proposed project explained to them by the Sheltered Scheme Manager. A further meeting is to be held with the tenants, Scheme Manager, Surveyor and the successful contractor appointed to the works, prior to commencement. A final meeting will be held upon completion of the works with all parties present.
- 178.8 Tenders were originally sought from four known contractors. Only two returned prices. The results for the tender to remodel the 1st floor flat are included in (Exempt) Annexe 17.
- 178.9 The additional ground floor accommodation would add capacity to a very popular scheme which never has on-going void issues. Discussions with Housing Options have highlighted that there is demand for sheltered accommodation in Farnham and there would be no difficulty in letting any extra accommodation. They agree with the recommendation and the need to provide a further one bedroom flat within Falkner Court.

Weekly Rental Income (estimated)	£93.27
Yearly Rental Income (estimated)	£4850.04

The pay back based on the additional rental income, less extra repair and other costs is approximately 14 years. The Executive

RECOMMENDS that

- 61. the successful contractor shown in (Exempt) Annexe 17 be appointed to carry out remodelling of the ground floor flat of the former manager's accommodation, to be funded from the stock remodelling budget (conversion of former staff accommodation) included in the 2014/15 Capital Programme, subject to the necessary planning permission being granted.**

[Reason: To outline the proposal to remodel the present void scheme manager's 3 bedroom flat to provide a much needed extra meeting/small tenants lounge area with communal garden access and with a new one bedroom self contained flat for standard tenancy use].

Background Papers

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

179. PURCHASE OF LAND

[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)]]

- 179.1 The Executive considered a report, a copy of which is attached as (Exempt) Annexe 18 and

RECOMMENDS that

- 62. the recommendations contained within the report at (Exempt) Annexe 18 be approved.**

Part II – Matters of Report

180. EXECUTIVE FORWARD PROGRAMME

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

181. ENVIRONMENTAL HEALTH ENFORCEMENT IN-DEPTH REVIEW: FINAL REPORT

RESOLVED that the in-depth review final report be noted and

1. a template document be devised and communication process established to inform Ward Members of issues in their Ward;
2. the following criteria be used as triggers for informing Ward Councillors of Environmental Health cases within their wards:
 - (i) those generating large numbers of complaints
 - (ii) those likely to lead to adverse publicity
 - (iii) where a large-scale nuisance might be predicted
 - (iv) updates relating to on-going issues that meet one of the above criteria.
3. an item be added to the Community O&S work programme to provide all Members with a general overview of cases that meet the 'trigger criteria' that Environmental Health is dealing with;
4. an all Member briefing be arranged to inform Councillors about the various areas of work the Environmental Health Service undertakes and the critical path for resolving a complaint, including the role of members within the enforcement process is; and
5. a review of these arrangements take place in six months time.

[Reason: To receive recommendations from the Community Overview and Scrutiny Committee which reviewed the current approach to environmental health enforcement and consider proposals on how to ensure councillors are better informed and engaged on matters of Environmental Health enforcement going forward].

182. AIDS AND ADAPTATIONS POLICY

RESOLVED that the Aids and Adaptations Policy be approved and adopted.

[Reason: to adopt a policy for Aids and Adaptations]

183. OCKFORD RIDGE: LOCAL LETTINGS PLAN

RESOLVED that the Local Lettings Plan for Ockford Ridge be adopted.

[Reason: To approve the Local Lettings Plan for Ockford Ridge which will help to ensure that a balanced and sustainable community is maintained and tenants affected by the redevelopment and refurbishment plans know how the new homes would be allocated].

184. HASLEMERE TOWN CENTRE CONSERVATION AREA APPRAISAL

RESOLVED that the draft Conservation Area Appraisal for Haslemere be approved 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 Haslemere].

185. PERFORMANCE MANAGEMENT EXCEPTION REPORT Q3 (OCTOBER – DECEMBER 2013)

RESOLVED that

1. the Overview and Scrutiny Committees be thanked for their observations and recommendations;
2. the performance figures for Quarter 3 (October – December 2013) be noted, as set out at Annexe 1 to the agenda report; and
3. the Overview and Scrutiny Committees be requested to suggest revised targets for those indicators identified by them as needing to change.

[Reason: to review performance indicators to help identify improvement priorities and progress against targets].

186. PROVISION OF PAYROLL SERVICES

[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 that

1. the provision of Waverley's payroll processing function be transferred to Epsom and Ewell Borough Council on the terms set out in the report, subject to satisfactory completion of a Service Level Agreement;
2. the staffing matters set out in the (Exempt) Annexe to the report be approved; and

3. the agreement of the detailed Service Level Agreement be delegated to the Director of Finance and Resources in conjunction with the Portfolio Holder for Finance.

[Reason: To present a proposal to implement an alternative way of providing payroll services for the Council to strengthen resilience and expertise in the service and to achieve better value for money]

187. CAR PARK AT RED LION LANE, 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 that the lease of the car park at Red Lion Lane to Farnham Maltings be renewed with an extension of the term to 10 years.

[Reason: To agree the renewal of the lease for the Car Park at Red Lion Lane, Farnham, with an extension of the term to 10 years].

188. EXECUTIVE DIRECTOR'S ACTION

The Executive Director reported the following urgent actions that had been taken since the last meeting of the Executive:-

i. Farnham Memorial Hall

Authorised the expenditure of £7,000 to replace and reseal the high level windows in the Memorial Hall, to be funded from the emergency capital schemes budget.

ii. Frensham Visitor Centre

Authorised the expenditure of £15,000 to carry out repairs to the car park surface and exit road at Frensham Visitor Centre caused by excessive rainfall with repairs to be carried out before the year end.

iii. Broadwater Rangers Office

Authorised the expenditure of £3,300 to carry out urgent repairs and maintenance to the Rangers Office at Broadwater Park.

iv. Garden Waste Wheeled Bins

Authorised the allocation of £10,000 LPSA funding to finance the delivery of an additional 1,500 garden waste wheeled bins to new subscribers in time for the service commencement date of the beginning of April 2014.

Executive 157
01.04.14

The meeting commenced at 6.45 p.m. and concluded at 8.04 p.m.

Chairman