

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE MEETING OF THE EXECUTIVE
29 MARCH 2011

SUBMITTED TO THE COUNCIL MEETING – 12 APRIL 2011

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

- | | |
|----------------------------------|------------------------|
| * Cllr Robert Knowles (Chairman) | * Cllr Stephen O'Grady |
| * Cllr Mike Band (Vice-Chairman) | * Cllr Stefan Reynolds |
| * Cllr Mrs Carole King | * Cllr Roger Steel |
| * Cllr Bryn Morgan | Cllr Adam Taylor-Smith |
| * Cllr David Munro | * Cllr Keith Webster |
- * Present

Cllr Ken Reed was also in attendance

Jane Rawlings and Brian Ekins from the Tenants' Panel also attended

159. MINUTES (Agenda Item 1)

The Minutes of the Special Meeting of the Executive held on 14 February 2011 were confirmed and signed.

160. APOLOGIES FOR ABSENCE (Agenda Item 2)

An apology for absence was received from Cllr Adam Taylor-Smith.

161. DISCLOSURE OF INTERESTS (Agenda Item 3)

The Leader and Deputy Leader declared personal interests in Agenda Item 14 on the Waste Management Contract following their attendance at the LGC Awards Dinner at which their table was sponsored by White Young Green.

162. QUESTIONS (Agenda Item 4)

The following question was received from Mrs Celia Sandars of Farnham:-

“Councillors: I wish to draw your attention to the following points from the draft Air Quality Action Plan considered by the Environment & Leisure Overview & Scrutiny Committee on 14 March 2011

Under 5. Local Transport Plans and Strategies:-

‘The proposed aim of SCC’s LTP3 Air Quality Strategy is to improve air quality in AQMA’s on the county road network, such that Surrey’s borough’s and districts are able to revoke these areas as soon as possible to help meet the national air quality objectives in declared AQMA’s

All three Waverley AQMA’s were declared in relation to excessive nitrogen dioxide concentrations, the main source being road traffic’,

BUT Waverley is not mentioned directly in the Surrey Travel Plan

AND under 7 Implementation of Action Plans

'At the January 2010 inter-agency Air Quality Workshop, focusing on Farnham, participants made invaluable contributions in helping Surrey and Waverley Councils to develop a range of positive actions'

BUT 'although officers have been meeting to analyse the results and conclusions, we have seen the departure of some key SCC personnel and it would seem that many of the proposed actions have been put on hold',

SO will this Executive Committee please recommend that Waverley Council should formally protest to Surrey County Council that Farnham's problems with Air Quality and traffic are being given far too low a priority by the Highways Department and, thereafter, pursue Surrey determinedly for proper and effective attention and action?"

The Leader of the Council responded "Yes" and invited Mrs Sandars to stay and hear the discussion on the Air Quality Progress report later in the meeting where it would be debated in more detail.

PART I - RECOMMENDATIONS TO THE COUNCIL

163. **BUDGET MONITORING – FEBRUARY 2011** (Agenda Item 6; Appendix B)

163.1 The monitoring position as at the end of February takes account of the alternative financing decisions on Waverley's Leisure Centre Strategy agreed by Council on 15 February 2011, which improves the revenue position by £200,000, taking the potential overall underspend to £815,000 compared with the approved 2010-11 Budget. Overall, this gives a further improvement of some £388,000 from the position reported to the end of December. Given the level and certainty of the underspend, Council approval is sought at this stage to a range of high priority and/or urgent schemes which utilise part of this underspend.

163.2 The projected variations from the Budget on a month-by-month basis are detailed in the schedule at Annexe 1. The main changes since December are:

- Borrowing costs saving – budget of £200,000 not now required
- Investment income – a further £20,000 is reported
- Building Control – under recovery of income of £10,000
- Audit fees – rebate from the Audit Commission saving £10,000
- Health care – saving of £40,000 following market testing
- Staff Savings – further staff savings of £100,000
- Car Park income – improvement of £70,000 since December snowfall

- 163.3 On 15 February, Council approved revised arrangements for the financing of the Leisure Centre Strategy. The use of capital receipts and revenue reserves avoids the need to undertake prudential borrowing. Therefore, the prudential borrowing costs of £200,000 budgeted for the current year will no longer be required.
- 163.4 The Budget includes an Inflation Provision of £255,000. The Council's contracts have been increased in line with the March 2010 RPI of 4.4% plus 1% (ie 5.4%). The amount allowed in the inflation provision was based on 2.5% RPI. Additionally, there has been a higher-than-expected increase in Business Rates on Car Parks, although Business Rates on the Offices are lower. Overall, this results in a shortfall of £151,000 in the Inflation Provision compared with allocations required to date. The calculation of excess energy cost inflation is £97,000 less than provided for in the 2009/10 Accounts. Energy prices have remained similar for the current year and therefore further significant savings in the region of £100,000 have been included in the projections.
- 163.5 In June the Coalition Government abolished the HPDG with immediate effect. Waverley had included the sum of £58,000 within the 2010-11 Budget and this will not now be received.
- 163.6 Overall Car Park Income is forecast to be £165,000 above budget. This is mainly due to enforcement performance, which has increased markedly during the past year. Planning income was strong during the Summer months, with July being particularly high. It is now forecast that the budgeted level of £600,000 will be exceeded by around £90,000 at the year-end, although there has been a marked decline in income since November.
- 163.7 In recent months several investments have been made at relatively favourable terms. It is forecast that by the year-end the Investment Income budget of £270,000 will be exceeded by £120,000.
- 163.8 The General Fund Staff Vacancy Target for 2010-11 is £200,000. At the end of January excellent progress has been made. The saving will be sufficient to cover the one-off costs of the management streamlining in full and contribute at least a further £100,000 beyond the original target.

Supplementary Estimates

	£	
Downside planning enforcement	£25,000	Executive 13 April 2010
Tanyards Farm planning enforcement	£57,400	Executive 7 July 2009
Total	£82,400	

- 163.9 The Budget for 2010-11 does not provide for a contribution from the General Fund working balance. Revenue Carry Forwards from 2009-10 amount to £139,880, of which £104,880 is to be met from the General Fund Balance as at 1st April 2010 and £35,000 from the Revenue Reserve Fund.

- 163.10 Work is currently underway to prepare the new user-friendly extranet for Councillors ready for launch before the elections in May. This will replace the current 'Memberzone' and become the primary source of information for Councillors. Following consultation with Councillors, one of the most important features requested for the site is an up-to-date searchable staff telephone directory, similar to the version on Backstage that is used by staff. Our website providers, Jadu, have quoted £2,000 plus VAT for the 4 days work needed to produce this. This is a one-off project.
- 163.11 During 2010/2011, there has been an underspend to date of £5,700 to the Member Training budget. It is usual that in election year, this budget is increased slightly to accommodate the potential training demands of the new intake of Councillors. It is therefore proposed that this underspend be carried forward to fund the addition of the staff directory to the Councillor extranet at a total cost of £2,000, and the remaining underspend of £3,700 be used to enhance the Member Training budget for 2011/12.
- 163.12 The February monitoring position shows a potential underspend in the region of £67,000. This is based on projecting the likely rents and charges income from the current 48 weeks to the full year position as well as taking account of other known or likely changes. The projected variations from the Budget on a month-by-month basis are detailed in the schedule at Annexe 2. Virement is requested in some cases where there are compensating under/over spends.
- 163.13 The Housing Revenue Account Target for 2010 -11 is £81,000. At the end of February this had been exceeded and some of the surplus is being used to fund previously agreed additional posts.
- 163.14 Extra parking at Upfold Close has been planned for some time when resources became available. Budget was earmarked in 2010-11 to carry out this work but although the project has been costed, planning permission now needs to be acquired so the work will not be carried out before the end of March. As the community safety/estate management budget has been reduced in 2011-12 it is requested to carry forward £20,000 of the 2010-11 budget in order to complete this project.
- 163.15 The detailed monitoring report for the General Fund Capital Programme to the end of February is attached at Annexe 3.
- 163.16 As reported to the Capital Project Monitoring Group, indications are that overall the Capital Programme will be underspent by between £200k/£300k. It is proposed to re-direct this amount at doing further heating upgrade work. The budgeted heating upgrade programme for 2010/11 is already completed. However, there is more work to be done in this area and officers are confident that good value for money is being received from the current contractor and that he could take on and complete additional work before the end of March, effectively accelerating heating works from 2011/12 to 2010/2011.
- 163.17 For NNDR, the net cash collected to 28 February 2011 was £32,051,265, with the net collectable debit at 28 February 2011 being £34,174,452. The collection rate is 97.5% compared with 97.3% last year. For Council tax,

the net cash collected to 28 February 2011 was £77,530,719, with the net collectable debit at 28 February 2011 being £80,114,517. The collection rate is 98.7% compared with 98.1% last year.

- 163.18 The Council has approved proposals for restructuring Waverley's senior management. These measures will deliver significant savings, but involve one-off costs in the current year. The forecast underspend on staff vacancy savings will be used to finance the streamlining one-off costs, thereby reducing the call on balances. The one-off costs are around £270,000.
- 163.19 The Executive noted the position as at 28 February 2011 and

RECOMMENDS that

54. the £20,000 underspend on the HRA Estates management budget, earmarked for a car parking improvement scheme, be carried forward to be spent on this scheme in 2011-12;
55. the underspend of £5,700 on the Member Training budget be carried forward to fund the addition of the staff directory to the Councillor extranet at a total cost of £2,000, and the remaining underspend of £3,700 be used to enhance the Member Training budget for 2011/12;
56. that the following high priority spending proposals are approved, to be funded from the 2010/2011 General Fund revenue underspend, with the balance of the underspend being earmarked within the General Fund working balance for future invest to save projects:
- | | |
|--|----------|
| - Disabled Facilities Grants potential additional demand | £150,000 |
| - Grants to community organisations – potential future adjustments following the in-depth review | £43,000 |
| - Freedom parade | £10,000 |
| - Central Offices Roof Repairs | £85,000 |
| - Migration of e-mail and other facilities to Microsoft | £55,000 |
| - Provision for future restructuring costs | £140,000 |
57. that the approved minimum level of General Fund balance set out in the Financial Strategy be increased from £3million to £3.1million to provide for additional emerging legislative uncertainties.

Background Papers

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

164. MEMBERS' ALLOWANCES (Agenda Item 10; Appendix F)

164.1 The Council is required, under the Members' Allowances (England and Wales) Regulations 2003, to maintain an Independent Remuneration Panel (IRP) and to periodically receive a report on the Scheme of Members' Allowances. The Council must seek a recommendation from its Panel on the basis for calculating any annual adjustments to the allowances at no more than four-yearly intervals.

164.2 The latest report of the Panel was considered by the Council in February 2009. Members agreed not to make any major changes to Waverley's Scheme of Allowances and to continue the practice of increasing allowances on an annual basis in line with the staff pay award. Some minor modifications were made to carers' allowances. The Council also agreed that consideration should be given to convening an Independent Panel again in 2010.

164.3 In setting the 2011/12 Scheme of Allowances, it is proposed to continue the existing practice and make no changes to the current year's allowances on the basis that it has been agreed that no staff pay award will be made for 2011/12. Members are asked to consider whether to convene an Independent Panel to undertake a review of the Scheme later in 2011.

164.4 The Executive

RECOMMENDS that

58. the current scheme and existing rates of allowances be continued for 2011/2012; and

59. an Independent Remuneration Panel be convened to advise on the Scheme of Allowances for 2012/13.

Background Papers

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

165. PROPOSED CHANGES TO THE CONSTITUTION (Agenda Item 11; Appendix G)

165.1 The Constitution SIG considered reports on the following issues:-

- a. Overview and Scrutiny Committees
- b. Scheme of Delegation
- c. Joint Planning Committee
- d. Strong Leader Amendments.

165.2 The proposed changes are summarised below, and all associated amendments to the constitution, should they be agreed, are set out in Annexe 4.

165.3 Waverley moved from the committee system to Executive arrangements in 2001. This required the establishment of an Executive and an Overview and Scrutiny Committee structure. At the time of introducing the new arrangements, it was unknown as to how much of a workload would fall to the Overview and Scrutiny Committees and it was agreed that by setting up three Committees, there would be a role for most backbenchers (who were not appointed to the Executive). Waverley's structure is unusual as most similar Councils have only one or two Committees.

165.4 More recently there have been occasions when there has been an overlap of business resulting in a duplication of work for the Committees and it is suggested that it could be more productive and efficient to reduce down to two Committees. Also, because of the pace of change in local government, it is often necessary to convene special meetings and the calendar of meetings is currently very congested with three Overview and Scrutiny meetings every cycle. It is proposed that the two Committees have the following terms of reference, with the two current service-based Committees (Community and ELOS) merging to create a Services Committee and Corporate remaining the same:-

Services	Corporate
<ul style="list-style-type: none"> • Provision of housing services and community welfare • Older people in the community • Day centres • Community safety • Town and village liaison • Rural issues and the voluntary sector • Environment • Planning and major developments • Economic development • Land drainage • Business liaison • Cultural and leisure provision and youth 	<ul style="list-style-type: none"> • Corporate Finance • Any inspection framework in place • Value for Money • Corporate and Community Strategies • Partnership Working • Member Communications • Asset Management • Information Technology, including telecommunications • HR including Waverley Training Services • Corporate Communications and Public Relations • Customer Service • Co-ordinating and publishing information on service performance • Elections and electoral registration • Locality Offices

- 165.5 Should the Council be minded to approve the reduction to two Overview and Scrutiny Committees, this can be in place before the Annual Council Meeting on 17 May 2011 so that groups will only need to appoint to two Committees. It is proposed that each Committee has 15 members appointed to it, along with up to 3 substitutes per group. It is also proposed that the two co-opted members of the Tenants' Panel currently on the Community O and S Committee should serve on the Services O and S Committee.
- 165.6 The Constitution sets out that "in the event of a single party Executive, the Chairmen of the Overview and Scrutiny Committees should be nominated by the largest minority group on the Council". It is proposed that the following wording be added, "*subject to the total number of Opposition member on the Council exceeding 10% of the overall membership*" (in the current composition of the Council, this would equate to 6 members). Best practice suggests having at least one Committee chaired by the largest minority group.
- 165.7 Attached as Annexe 5 to this report is the proposed Calendar of Meetings for 2011-12 which now includes the dates of the two Overview and Scrutiny Committees, should the Council decide to reduce the number of Committees to 2.
- 165.8 The Scheme of Delegation, attached as Annexe 6, has been amended to pick up job title changes resulting from recent changes to the management structure. The Head of Planning has also taken the opportunity to review the delegations to the Planning Section and there is one additional issue that has arisen recently which would benefit from having a provision in the Scheme relating to issuing a formal caution. Some wording has been included in the Annexe. It is also proposed that in future, the Chief Executive be authorised to make appropriate amendments to job titles within the Scheme of Delegation.
- 165.9 The Area Planning Committees were reintroduced in May 2008 and at the same time a Joint Planning Committee was constituted whose membership consisted of all members of the four Area Planning Committees, totalling 48 members. The Area Committees are not Sub-Committees of the Joint Committee.
- 165.10 The current composition of the Area Planning Committees is as follows:-
- Central Area (14 members) (13+1)
 - Eastern Area (12 members) (11+1)
 - Southern Area (11 members) (10+1)
 - Western Area (15 members) (14+1)
- 165.11 When established, the Committees were set up in paired groups so that Central and Eastern (Eastern Group) and Southern and Western (Western Group) shared the same Chairman and Vice-Chairman, one being selected from each Area.

165.12 In the interest of improved efficiency in decision-making, it is proposed that the size of the Joint Planning Committee should be reduced from 48 members whilst still keeping the principle of members from each Area Committee combining to create the Joint Planning Committee.

165.13 It is proposed that the membership of the Joint Planning Committee from each of the Area Committees should be halved (rounded down) and consist of the following:-

Central Area (6 members)
Eastern Area (5 members)
Southern Area (5 members)
Western Area (7 members)

165.14 This would create a Joint Planning Committee of 23 members which would come into force after the Annual Council Meeting in May 2011. Meetings of the Joint Planning Committee (JPC) are called on an ad hoc basis, but for 2011-12, provisional dates have been included in the Calendar of Meetings so that members have prior notice of when a meeting may take place.

165.15 The constitution currently states that the following items will be considered by a Joint Planning Committee rather than an Area Planning Committee:-

- a. Make decisions on the administrative and procedural matters affecting the processing of applications. e.g. report formats, information specifications etc.
- b. Most major schemes, which are of strategic importance to the Council. e.g. East Street, which are to be decided by the Chief Executive in consultation with the Head of Planning, after discussion with the Area Planning Committee Chairman.

165.16 To ensure that it is clear to members why a JPC is required to consider a particular matter and to give members an opportunity to make representations that an application should go to a JPC, it is proposed that the following additional wording be included in the constitution:-

- "a. As paragraph 18a. above; (delete existing b. and insert new b. and c. below):
- b. Applications defined as major, as defined by the Government (10 or more units of residential accommodation, more than 1,000 sqm commercial floorspace and site area of more than 1 hectare)

and which, in the judgement of the Chief Executive, after consultation with the Head of Planning and the appropriate Area Planning Committee Chairman, meet the following criteria

- i. have a significant planning impact beyond the Area in which they are situated, and/or
- ii. are of strategic importance, and/or

- iii. involve new planning issues for the Borough; or
- c. Where within three weeks of the application appearing on the Waverley weekly list of planning applications, the Chairman and Vice-Chairman of the Area Planning Committee and a ward member request that it be referred to the Joint Planning Committee and put forward relevant grounds as set out in b (i) to (iii) above, the Chief Executive and Head of Planning will normally submit the application to the Joint Planning Committee."

165.17 At a special meeting on 14 December 2010, the Council adopted a new Leader and Executive model, as required by the Local Government and Public Involvement in Health Act 2007. This model comes into effect after the Council elections on 5 May 2011. As a result of the new model, a number of changes need to be made to the Executive decision-making arrangements within the Constitution and these are summarised in the table below:-

Section of the Constitution	Proposed Change(s)
Part 1	
Summary and Explanation	<ul style="list-style-type: none"> ➤ Amendments reflecting new executive arrangements ➤ Reference to Petition Scheme
Part 2	
Article 4 – The Full Council	<ul style="list-style-type: none"> ➤ Amendments reflecting new Executive arrangements
Article 7 – The Executive	<ul style="list-style-type: none"> ➤ Details of appointment of Leader, Deputy Leader and other members of the Executive and provisions for their removal
Part 3 – Responsibility for Functions	<ul style="list-style-type: none"> ➤ Amendments relating to Leader and Executive members.
Part 4 – Procedure Rules	
Council Procedure Rules	<ul style="list-style-type: none"> ➤ Inclusion of new petition scheme requirements to Section 10 ➤ Amendments relating to appointment of Leader
Access to Information Procedure Rules	<ul style="list-style-type: none"> ➤ Minor amendments to assist decision-making
Executive Procedure Rules	<ul style="list-style-type: none"> ➤ Minor amendments reflecting current practice with regards to reports

165.18 Those pages of the revised constitution which have been amended are attached as Annexe 4, showing the proposed changes as 'track changes'.

165.19 The Executive now

RECOMMENDS that

60. the amendments relating to the Strong Leader Model, as summarised in the table at paragraph 165.17 and incorporated in Annexe 4, be agreed;
61. the number of Overview and Scrutiny Committees be reduced from three to two, to be implemented with effect from May 2011;
62. the remit of the two Overview and Scrutiny Committees be as set out in paragraph 165.4;
63. the membership of each Overview and Scrutiny Committee to consist of 15 members, with up to 3 substitute members per group and 2 co-opted Tenants' Panel Members on the Services Committee;
64. the revised Calendar of Meetings for 2011/12, including the dates of the Overview and Scrutiny Committees, be approved;
65. the revised Scheme of Delegation be approved, as set out in Annexe 6;
66. the Chief Executive be authorised to make appropriate amendments to job titles within the Scheme of Delegation in future;
67. the Joint Planning Committee consists of 23 members, to be made up from members of the four Area Planning Committees, as set out in paragraph 165.13 of the report, to come into effect in May 2011;
68. the criteria for matters to be considered by the Joint Planning Committee be amended to that set out in paragraph 165.16; and
69. the other proposed changes to the Constitution, including an addition to paragraph 14.4 to include a provision for 'Leader(s) of other Opposition Groups with 5 or more members to speak for up to 10 minutes each on the Budget', as set out at Annexe 4, be adopted and the Constitution amended accordingly.

Background Papers

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

166. SOCIAL HOUSING GRANT – RIDGLEY ROAD, CHIDDINGFOLD (Agenda Item 12; Appendix H)

[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 1 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).]

- 166.1 Planning permission has been granted for eight affordable homes at Ridgley Road, Chiddingfold, as a rural exception scheme. The mix of unit sizes and tenures has been arrived at as a result of public consultation, partnership working with Chiddingfold Parish Council, a Housing Needs Survey and information from the Council's Housing Needs Register.
- 166.2 The Council has been approached by English Rural Housing Association (ERHA) for funding to be able to maintain this level of social rent and shared ownership.
- 166.3 The Homes and Communities Agency (HCA) are currently looking for schemes which will start on site by the end of the financial year on which to use an under spend from their affordable housing programme.
- 166.4 An initial bid from ERHA to the HCA for two shared ownership homes has been approved. However, their bid for six social rented homes has been rejected. ERHA have reduced their initial HCA bid for each social rented unit. This will be combined with private investment from English Rural Housing Association. This level of finance is needed to cover the build costs and on-costs (planning, architecture surveys, planners agent etc).
- 166.5 The reduced requirement for HCA grant has been achieved by reducing the total scheme costs, increasing their private funding and approaching Waverley for £30,000 in subsidy (see (Exempt) Annexe 7).
- 166.6 Ridgley Road was granted planning permission in January 2011¹ and English Rural Housing Association has purchased the site and would be able to start on site by the end of the financial year. This certainty of delivery, combined with a revised bid that provides better value for money may be enough to secure an allocation for social rented homes from the HCA, levering in an additional £1,188,000 of investment into affordable housing in Waverley.
- 166.7 Announcements made in the Comprehensive Spending Review indicate that the HCA capital programme is being reduced by 50%. Future HCA investment may be prioritised on larger sites. Therefore this HCA allocation may be an ever increasingly rare opportunity to secure grant in the Waverley area. The HCA funding allocation for this scheme is timely and welcomed. However, it is insufficient to fund the whole of the development costs.
- 166.8 Planning permission was also granted for four affordable homes at the nearby Working Men's Club in Chiddingfold in October 2010². The Working Men's Club is within the settlement boundary and so nominations will not be restricted to people with a local connection, as will be the case at Ridgley Road. It is anticipated that two homes will be for shared ownership and two rented at 60% of local housing allowance, with funding not required. Being

¹ [http://waverweb.waverley.gov.uk/live/wbc/pwl.nsf/\(RefNoLU\)/WA20101350?OpenDocument](http://waverweb.waverley.gov.uk/live/wbc/pwl.nsf/(RefNoLU)/WA20101350?OpenDocument)

² [http://waverweb.waverley.gov.uk/live/wbc/pwl.nsf/\(RefNoLU\)/WA20101252?OpenDocument](http://waverweb.waverley.gov.uk/live/wbc/pwl.nsf/(RefNoLU)/WA20101252?OpenDocument)

able to provide the six homes at Ridgley Road for social rent would provide a menu of tenures and eligibility criteria to local households.

166.10 Given the need for affordable housing identified in Chiddingfold, it is considered that the Council should strive to maintain the position that the six homes at Ridgley Road should be provided as affordable homes for social rent.

166.11 In the past, the Council has made capital grant available to Registered Social Landlords to support the provision of new affordable housing – which is a Corporate Priority of the Council. The Council has powers to make available grant to RSLs under the Local Government Act 1988 Section 25.

166.12 The Council does have a funding pool from which to provide capital grant to support new affordable housing. This capital pool has arisen from Section 106 contributions from developers in lieu of affordable housing on site. Some of the Section 106 contributions are time-limited and have to be returned to the developers should they not be used for affordable housing within a specified period. Commuted sums must be used to provide new affordable homes. They cannot be invested in making improvements to the Council's own housing stock.

166.13 The Council could choose to provide a grant of £30,000 to English Rural Housing Association from the affordable housing programme. This equates to £5,000 per social rented unit, which is an extremely low rate when compared with other schemes the Council have subsidised (see Table 1).

SCHEME	LOCATION	RSL	TOTAL	NUMBER OF HOMES	WBC SUBSIDY PER HOME
<u>Ridgley Road</u>	<u>Chiddingfold</u>	<u>English Rural Housing Association</u>	<u>£30,000</u>	<u>6</u>	<u>£5,000</u>
Wharf Street	Godalming	First Wessex	£135,000	9	£15,000
Step by Step	Aldershot	Sentinel	£100,000	3	£33,333
Sandy Hill	Farnham	First Wessex	£200,000	5	£40,000
Marshalls	Farnham	Mount Green Housing Association	£601,000	15	£40,067

Table 1: Waverley subsidy per affordable home

166.14 A capital contribution of £30,000 from the Council would support the development of six affordable social rented homes for rent to which the Council would have nomination rights to help local households in housing need. The Executive

RECOMMENDS that

- 70. a payment of a capital grant of £30,000 be made to English Rural Housing Association in respect of the affordable housing development at Ridgley Road, Chiddingfold, this sum to be found from within the General Fund of Commuted Sums for affordable housing and that the capital grant of £30,000 be added to the Council's capital programme for Social Housing.**

Background Papers

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

167. PROPOSAL TO RESTRUCTURE ENVIRONMENTAL HEALTH TEAM
(Agenda Item 20; Appendix P)

167.1 Between March and December 2010 a comprehensive review of the Environmental Health service was carried out. This project followed the Foresight@Waverley methodology, and involved a thorough appraisal of the service, with a particular focus on strategy, processes, technology and people. Every aspect of the service was reviewed to establish potential improvements or efficiencies.

167.2 The review culminated in the development of an action plan with five main areas of focus, as follows:

- Improvements in customer service
- Efficiencies in operational processes
- Directing resources towards areas of highest risk
- Developing options for alternative service delivery models
- Improvements in compliance with statutory agency's requirements

167.3 The completed 'Foresight' Review was presented to Corporate Management Team and reviewed by the Portfolio Holder for the Environment in December 2010. It was also discussed at both the Environmental Services Star Chamber and Service Planning meetings. Overall, the recommendations of the Foresight review and the detailed action plan were understood and welcomed; however, it was concluded that the Environmental Health team structure required further analysis, in particular, the balance of management roles to front-line roles in the team. A chart showing the current staffing structure of the Environmental Health Team is to be found at Annexe 8 for information.

167.4 This analysis demonstrated that retaining three management positions for a team of approximately 12 FTE did not represent value for money and was not in keeping with the management-to-officer ratio deployed elsewhere in the authority.

167.5 In response to this feedback, an alternative proposal has now been developed in which the posts of Senior Environmental Health Manager, Environmental Health Manager and Team Leader (Pollution) are deleted and replaced by the posts of Environmental Health Manager and Deputy Environmental Health Manager, with the aim of creating a more focused Environmental Health management team, and to enable the Environmental Health service to target

its effort and resources more towards front-line service delivery in future. This alternative structure was developed from reviewing neighbouring authority structures and assessing an appropriate ratio of management to officer resources.

- 167.6 This revised structure, also incorporating the proposed Customer & Technical Support team, was scrutinised during a formal consultation process with those directly affected, as well as the wider team. The consultation period ran for one month, and concluded on 4 March 2011. The consultation consisted of a series of 1-1 meetings with the three managers directly affected (with HR and Staffside presence as required), and two full team briefing sessions.
- 167.7 All staff in the current structure were invited to feed back, and the large majority (over 80%) did so. In addition, the team had a joint meeting, with Staffside, at which it was agreed that Staffside put a formal response together, covering both their views and the views of the individuals present at that meeting.
- 167.8 A considerable amount of constructive feedback was received during the consultation period, and this feedback can be broadly categorised under the following headings:
- a. Capacity issues
 - b. Safety & Emergency Planning
 - c. Customer & Technical Support
- 167.9 In summary, although many observations were made during the consultation period against the reduction in size of the frontline team (which this review was not recommending), none of these were specifically about the reduction and re-focusing of the management resource. It is therefore proposed that the restructure takes place, and that the three posts of Senior Environmental Health Manager, Environmental Health Manager and Team Leader (Pollution) are deleted and replaced by the two posts of Environmental Health Manager and Deputy Environmental Health Manager.
- 167.10 However, the feedback received has resulted in the following changes being made to the original proposal, and these are now being recommended to Executive as part of the restructure:
- a. It is proposed that the Safety & Emergency Planning Function will now report directly to the Head of Environmental Services. This revised approach keeps the Safety & Emergency Planning Function within the same overall service area as Environmental Health, but relieves the new Environmental Health Manager of line-management responsibility of this team. Furthermore, the Emergency Planning and Health & Safety aspects of the role have strong links with the waste & recycling service, both in terms of business continuity and the health and safety aspects of the waste contract. Finally, it is felt that this important function would benefit from the higher corporate profile it will receive by reporting directly to a Head of Service. The actual management overhead for the team is minimal and will have little impact on the workload of the Head of Environmental Services.

- b. It is proposed that the post of Senior Environmental Health Officer in the Food, Health & Safety Team (currently a fixed-term maternity cover arrangement) should be made permanent (effectively meaning more front-line staff). This change is proposed because a number of concerns were raised about capacity to deliver front-line services if the restructure took place, and this move will increase the capacity of the team by 1 FTE when the permanent postholder returns from maternity leave in November 2011.
- c. It is proposed that the part-time officers in the team (of which there are currently 7) be invited to increase the number of hours they work. It is felt that this would again address the concerns about capacity to deliver front-line services following the restructure, further increasing the capacity of the front-line team. It would also potentially address the argument raised by some that the large number of part-time staff in the team means that the current level of management is necessary to ensure continuity of service.
- d. It is proposed that line-management responsibility for the new Customer & Technical Support Team be passed to the Environmental Services Customer Team Leader, (whilst clearly maintaining strong operational management responsibilities with the Environmental Health Manager). In passing responsibility to a Customer Services professional with a proven track record in service improvement and performance management, this proposal recognises the important role that the team has to play in the new structure, and frees-up the two new managers to concentrate solely on delivering front-line Environmental Health services.

167.11 The new structure will be financed by the reduction of management overhead, using current EH vacancies and by using savings made from across the Environmental Services team. The Star Chamber process targeted the Environmental Health service to deliver savings of £70k next year – this revised structure will deliver those savings whilst also increasing the integrity and performance of the service.

167.12 The revised structure, incorporating the above changes, and shown in the context of the wider Environmental Service, is to be found at Annexe 9.

167.13 It has been recognised through the Foresight review that shared services potentially have a significant role to play in the future of Environmental Health in Waverley. Following discussions that originated in the Surrey Environmental Health Managers' Group, Officers from four Councils in the west of Surrey expressed an interest in working more closely, and representatives from Waverley, Guildford, Woking and Surrey Heath have met on three occasions to progress this matter. It is highly likely that the sharing of Environmental Health Officers with specialist expertise would be cost-effective and would provide increased service resilience across the region.

- 167.14 Information is currently being shared between members of the West Surrey Cluster Group to compare service demands, activity levels and resources available between the four Councils. This is a challenging and important exercise, and the emerging information is already proving extremely useful.
- 167.15 It is recognised that the development of shared services may have an impact on the future structure of the Environmental Health service in Waverley and the proposed structure has taken this into account by developing focused professional teams and separate customer management. It is believed that the proposed structure could facilitate future sharing in due course if the business case is developed.
- 167.16 As previously stated, the proposed restructure will result in the three existing managerial jobs of Senior Environmental Health Manager, Environmental Health Manager and Team leader (Environmental Protection), being reduced to two new roles; Environmental Health Manager and Deputy Environmental Health Manager. This means that one post holder will be without a role in the new structure.
- 167.17 The most appropriate mechanism for filling the new roles is looking specifically at whether any of the existing post holders qualify for automatic assimilation based on a significant match with their existing job descriptions, or whether a ring-fenced recruitment process would be more suitable. This process is being carried out in liaison with HR and the existing post holders and will conclude by the end of March 2011.
- 167.18 Employee redeployment is the preferred approach for any individual unsuccessful in retaining their current position. However, it is unlikely that an appropriate alternative post will be found within Waverley for these current employees given their skills, experience and salary grade. It is therefore likely that a redundancy situation may arise as a result of this restructure. The Executive now

RECOMMENDS that

- 71. the proposed structure for Environmental Health be approved and responsibility be delegated to the Strategic Director to implement the proposed changes;**
- 72. the three posts of Senior Environmental Health Manager, Environmental Health Manager and Team Leader (Pollution) be deleted and two new posts of Environmental Health Manager and Deputy Environmental Health Manager be created, and the establishment be amended accordingly;**
- 73. responsibility be delegated to the Deputy Chief Executive to negotiate with any unsuccessful candidate with regards to potential redundancy, as required, in accordance with Waverley's redundancy and early retirement policy; and**
- 74. the direction of travel with regards to potential shared Environmental Health services be noted.**

Background Papers

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

168. EXCLUSION OF PRESS AND PUBLIC (Agenda Item 24)

At 7.55 p.m. it was

RESOLVED that, pursuant to Procedure Rule 20, and in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during these items there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraphs of the revised Part I of Schedule 12A to the Act, namely:-

Minute 169

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

Minute 170

Information relating to any individual (paragraph 1).

169. DISPOSAL OF PROPERTIES (Agenda Item 25; (Exempt) Appendix S)

The Executive has considered a report on this matter. The report is attached as (Exempt) Annexe 10. The Executive accordingly

RECOMMENDS that

75. the recommendations set out in (Exempt) Annexe 10 be approved.

170. STAFFING MATTER (Agenda Item 26; (Exempt) Appendix T)

The Executive has considered a report on this matter. The report is attached as (Exempt) Annexe 11. The Executive accordingly

RECOMMENDS that

76. the recommendations set out in (Exempt) Annexe 10 be approved.

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

There were no matters falling within this category.

Part III – Brief Summaries of Other Matters Dealt With

171. EXECUTIVE FORWARD PROGRAMME (Agenda Item 5; Appendix A)

RESOLVED that the forward programme of key decisions for Waverley Borough Council be adopted, subject to the addition to the Economic Development Portfolio of Local Enterprise Partnerships with the date as Ongoing.

172. CORPORATE PLAN 2008-11 PROGRESS REPORT (Agenda Item 7; Appendix C)

RESOLVED that the progress made against the Corporate Plan priorities be noted and the staff be congratulated on the achievements against the administration's priorities.

173. SERVICE PLAN ACTION PLANS 2011/12 (Agenda Item 8; Appendix D)

RESOLVED that the draft Service Plan Action Plans for 2011-12 be endorsed.

174. PERFORMANCE MANAGEMENT REPORT, QUARTER 3 (OCTOBER – DECEMBER) 2010/11 (Agenda Item 9; Appendix E)

RESOLVED that

1. the performance figures for quarter 3 be noted;
2. the Overview & Scrutiny Committees be thanked for their observations regarding the quarter 3 performance;
3. the recommendations of Overview and Scrutiny Committees at paragraph 6 of the report, and the proposed future targets set out in Annexe 1, be agreed and the future targets be approved, subject to the recommendations in paragraph 6 of the report; and
4. in future, only exception reports should be brought to the Executive and that the Overview and Scrutiny Committees and their Sub-Committees should continue to undertake the detailed review of the performance information.

175. RUNNING A BUSINESS FROM HOME (Agenda Item 13; Appendix I)

RESOLVED that the adoption and implementation of the Running a Business from Home Policy be supported.

176. WASTE MANAGEMENT CONTRACT – PROGRESS UPDATE AND REQUEST FOR CONTINUED CONSULTANCY SUPPORT (Agenda Item 14; Appendix J)

RESOLVED that

1. the headline findings and recommendations emerging from the WYG modeling exercise, as set out in Paragraph 3 of the report be noted and endorsed;
2. a waiver under Contract Procedure Rule 3.1 be agreed, as set out in paragraph 12 of the report and WYG Environment be appointed to provide Project Support on the Environmental Services contracts procurement process; and
3. the costs of this be met from the £60,000 provisionally allowed in the 2011/12 budget to cover major contract retendering costs.

177. LICENCE FOR USE OF CAR PARK LAND (Agenda Item 15; Appendix K)

RESOLVED that, with effect from 1 April 2011

1. the guidance set out at Annexes 1 & 2 to the report, is followed when consideration is given to an application for use of car park land;
2. consent shall be only in the form of a licence;
3. the minimum fee for a car park use licence will be set at £50, with additional charges applied on an actual costs basis, as appropriate, to take account of loss of income, duration, scale, and nature of the event, and;
4. authority to waive the minimum charge will be at the discretion of the Section 151 Officer.

178. 2011 AIR QUALITY PROGRESS REPORT (Agenda Item 16; Appendix L)

RESOLVED that the Air Quality Progress report be approved and

1. officers be asked to keep in close contact with SCC officers and report back quarterly to future meetings of the Executive to ensure Air Quality improvements are progressing; and
2. the Leader of the Council be authorised to write to SCC to express concern that priority areas are not being progressed and explain the request for quarterly update reports to be provided.

179. REVIEW OF HASLEMERE AND CRANLEIGH LOCAL OFFICES (Agenda Item 17; Appendix M)

RESOLVED that

1. the revised operational arrangements for surgery based local offices at Cranleigh and Haslemere be approved; and
2. alternative locations for the provision of the Council's surgery based local offices at Cranleigh and Haslemere be brought back for consideration by the Executive at its next meeting.

180. ROADWAY AT LION GREEN, HASLEMERE (Agenda Item 18; Appendix N)

RESOLVED that Waverley transfers what interests it has in this land to Haslemere Town Council at nil consideration, with the Town Council paying Waverley's legal costs.

181. STREET NAMING AND PROPERTY NUMBERING POLICY (Agenda Item 19; Appendix O)

RESOLVED that the policy for street naming and property numbering be approved.

182. WAVERLEY INITIATIVES (Agenda Item 20; Appendix Q)

RESOLVED that

1. the report be noted and that the Council will not be pursuing a programme of Trickle Transfer to Waverley Initiatives; and
2. officers be requested to report back to members with a range of options for how the Council can utilise the capital receipts currently earmarked for affordable housing in the most effective way in the future.

183. TRANSFER OF CAPITAL FUNDS FROM TILFORD ROAD PLAYGROUND TO BEACON HILL PLAY AREA (Agenda Item 22; Appendix R)

RESOLVED that the funds previously allocated to Tilford Road Playground be reallocated to the Beacon Hill Play Area and the prioritisation list be amended accordingly.

184. CHIEF EXECUTIVE'S ACTION (Agenda Item 23)

The action taken by the Chief Executive, after consultation with the Chairman and Vice-Chairman since the last meeting, was noted relating to the replacement roof covering to the Council Offices, Godalming.

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

Chairman