

To: All Members of the EXECUTIVE
(Agenda pages to other
Members for Information)

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Date: 24 May 2013

Membership of the Executive

Cllr Brian Adams
Cllr Mike Band
Cllr Carole King
Cllr Robert Knowles
Cllr Bryn Morgan

Cllr Stephen O'Grady
Cllr Julia Potts
Cllr Stefan Reynolds
Cllr Adam Taylor-Smith
Cllr Keith Webster

Dear Councillor

A Meeting of the EXECUTIVE will be held as follows:-

DATE: TUESDAY, 4 JUNE 2013

TIME: 6.45 P.M.*

PLACE: COUNCIL CHAMBER, COUNCIL OFFICES, THE BURYS,
GODALMING

Yours sincerely

MARY ORTON

Chief Executive

*This meeting will be webcast from the conclusion of informal question time and can be viewed by visiting <http://www.waverley.gov.uk>

NOTE FOR MEMBERS

Contact Officers are shown at the end of each report and members are welcome to raise questions, make observations etc. in advance of the meeting with the appropriate officer.

AGENDA

1. **APPOINTMENT OF CHAIRMAN**

To confirm the appointment of the Leader of the Council as Chairman of the Executive for the Council Year 2013/2014.

2. **APPOINTMENT OF VICE-CHAIRMAN**

To confirm the appointment of the Deputy Leader of the Council as Vice-Chairman of the Executive for the Council Year 2013/2014.

3. **INFORMAL QUESTION TIME**

The Chairman to receive any informal questions from members of the public (for a maximum of 15 minutes).

4. **MINUTES**

To confirm the Minutes of the Meeting held on 9 April 2013 (to be laid on the table half-an-hour before the meeting).

5. **APOLOGIES FOR ABSENCE**

To advise the Executive of any apologies for absence.

6. **DECLARATION OF INTERESTS**

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

7. **QUESTIONS**

The Chairman to respond to the following question received from a member of the public for which notice has been given in accordance with Procedure Rule 10:

From Councillor David Beaman of Farnham

"What actions are taken by Waverley Borough Council to ensure that all the Recreation Grounds under their ownership have adequate insurance cover and are managed in an efficient and cost effective way"

8. **EXECUTIVE FORWARD PROGRAMME [Page 11]**

To adopt the forward programme of key decisions for Waverley Borough Council, attached at Appendix A.

9. ANNUAL ACCOUNTS 2012-2013 [Page 19]

9.1 OVERALL REVENUE OUTTURN (GENERAL FUND and HOUSING REVENUE ACCOUNT) [Page 19]

[Portfolio Holder for Finance: Cllr Mike Band]
[Wards Affected: N/A]

The report at Appendix B.1 provides a summary of the 2012/13 outturn for the General Fund and the Housing Revenue Account. The Statement of Accounts, which contains the detailed figures in a format compliant with Audit requirements, will be presented for approval by the Audit Committee later in the year.

Recommendation

It is recommended that the Executive:

1. **notes the Revenue Outturn position for 2012/2013;**
2. **approves Revenue Carry Forwards of £39,130 on the General Fund from 2012/13 to 2013/14 as detailed at Annexe 3;**
3. **approves Revenue Carry Forwards of £477,000 on the HRA from 2012/13 to 2013/14, as detailed at Annexe 3;**
4. **increases the minimum level of the General Fund Working balance from £3.1 million to £3.2 million in recognition of current legislative uncertainties;**
5. **sets aside £200,000 of the 2012/2013 underspend as an earmarked reserve to meet potential future liabilities for Business Rates revaluation reductions for previous years; and**
6. **requests officers to carry out investigations into the areas where significant variances have occurred in 2012/13 (particularly Building Control, Day Centres, Green Waste Recycling and Special Refuse Collection); to assess the potential impact on the 2013/14 budget; and to bring forward proposals for remedial measures as part of the Budget Management Reporting process.**

9.2 CAPITAL PROGRAMME OUTTURN (GENERAL FUND and HOUSING REVENUE ACCOUNT) [Page 33]

[Portfolio Holder: Cllr Mike Band]
[Wards Affected: All]

The report at Appendix B.2 presents the outturn for the Council's 2012/13 Capital Programme. It also seeks approval to add rescheduled expenditure and minor slippage from the 2012/13 Programme to the 2013/14 Programme.

Recommendation

It is recommended that the Executive:-

1. notes the Capital Outturn position for 2012/13;
2. approves the transfer of budgets totalling £1,631,225, as shown in Annexe 1, from the 2012/13 General Fund Capital Programme to the 2013/14 General Fund Capital Programme; and
3. approves the transfer of budgets totalling £858,750 as detailed in Annexe 2 from the 2012/13 HRA Capital Programme to the 2013/14 HRA Capital Programme.

9.3 MANAGEMENT OF VOIDS [Page 51]

[Portfolio Holder: Cllr Keith Webster]
[Wards Affected: All]

The purpose of the report at Appendix B.3 is to seek additional resources to review the business proceeds for voids and align the IT system to deliver an improved service.

Recommendation

It is recommended that

1. a waiver of Contract Procedure Rule 6.6 be approved and Navigation Partners be appointed to undertake a review of the voids process and project manage the implementation of the new process, including aligning the Orchard Housing Management IT system to it; and
2. officers undertake a tendering process to procure the necessary expertise to carry out reviews of other Housing Service customer-facing processes in the future.

10. GARDEN WASTE SERVICE [Page 57]

[Portfolio Holder: Cllr Brian Adams]
[Wards Affected: All]

The Council currently operates a sack-based subscription service for garden waste. This is increasingly becoming an outdated way of delivering the service, and this fact, combined with the comparatively high subscription charges, is thought to be responsible for the relatively low garden waste participation numbers in Waverley at this time. Detailed market research has now been carried out to test a range of assumptions made whilst shaping a proposed redesign of the service. The report at Appendix C provides an analysis of the findings and seeks approval to proceed with a new service model.

Recommendation

It is recommended that the Executive:

1. asks officers to proceed with the implementation of a revised garden waste service, as follows:
 - i. a wheelie-bin based subscription service

- ii. a reduction in annual charge to £40 per bin
 - iii. a requirement on the customer to purchase the bin at a cost of £10
 - iv. the cessation of income-related subsidies
 - v. the continuation of the free Saturday service at Godalming and Haslemere; and
2. agrees to the allocation of capital funds as set out in the Capital Bid Form at Annexe 3 to enable the project to proceed, with a view to commencing the new service in April 2014.
11. SURREY WASTE PARTNERSHIP [Page 77]
[Portfolio Holder: Cllr Brian Adams]
[Wards Affected: All]

Waverley Borough Council is one of six Councils in Surrey with contracted-out waste collection services.

The core services offered across these authorities are now broadly aligned; an alternate weekly waste/ recycling service with commingled recycling in a wheeled bin and weekly food waste collection is provided across all six councils.

Through a range of exercises looking at improved joint working, the Surrey Waste Partnership has established that, as a consequence of these changes, an opportunity now exists over the coming years which may offer Waverley an advantage (in financial terms) through entering into a Joint Waste Contract with other like minded authorities.

This has been worked on over recent months by Officers as a major project through the Surrey Waste Partnership, and whereas no binding commitments are needed at this stage, an MoU is considered necessary to work towards the development of a common tender document and management of the tender process. The report at Appendix D refers.

Recommendation

It is recommended that the Executive agrees to the Strategic Director signing the Memorandum of Understanding on behalf of Waverley Borough Council.

12. LOCAL PLANNING ENFORCEMENT PLAN [Page 85]
[Portfolio Holder: Councillor Bryn Morgan]
[Wards Affected: All]

The purpose of the report at Appendix E is to recommend that the proposed Local Planning Enforcement Plan be adopted by the Council to guide the local approach to enforcement.

Recommendation

It is recommended that the Executive agree to adopt the Local Planning Enforcement Plan.

13. PLANNING APPLICATION AND ENFORCEMENT PERFORMANCE [Page 99]

[Portfolio Holder: Councillor Bryn Morgan]
[Wards Affected: All]

At its last meeting, the Executive requested the preparation of an action plan setting out improvements to planning and enforcement performance, to be presented to its next meeting. The report at Appendix F sets out the current position on performance, highlights those areas where performance targets are not being regularly met and proposes actions to address these.

Overall, the statistical information set out in the report shows that performance in respect of planning applications in particular consistently meets targets and compares favourably with other nearby councils.

Recommendation

It is recommended that the Executive:

- 1. endorse the proposed actions covering planning applications, planning enforcement and appeals; and**
- 2. agree to retain the target for determining all “minor” and “other” applications at 80% and 90% respectively and revise the presentation of performance figures for “majors” so that they are cumulative through the year.**

14. REDEVELOPMENT OF LADYMEAD, BARNETT LANE, WONERSH: APPROVAL TO SUBMIT PLANNING APPLICATION [Page 111]

[Portfolio Holder: Cllr Mike Band]
[Wards Affected: Blackheath and Wonersh]

The purpose of the report at Appendix G is to seek approval for the submission of a planning application to redevelop Ladymead, Barnett Lane, Wonersh to provide four 3 bedroom affordable homes for rent.

Recommendation

The Executive is recommended to approve the submission of a planning application for the redevelopment of Ladymead, Barnett Lane, Wonersh to provide four new family sized affordable homes to meet housing need.

15. PROPERTY MATTERS [Page 119]

[Portfolio Holder: Cllrs Mike Band, Stephen O’Grady and Julia Potts]
[Wards Affected: All]

The purpose of the report at Appendix H is to consider a number of property-related issues in the borough.

Recommendation

It is recommended that

1. **Waverley enter into a Deed of Dedication with Surrey County Council in respect of the land shown outlined on the plan annexed for highway purposes at Shackstead Lane, Godalming;**
2. **a deed of easement of access be granted for 4 Greenside Cottages, The Green, Ewhurst, on terms and conditions as set out in the (Exempt) Annexe, other terms and conditions to be negotiated by the Estates and Valuation Manager; and**
3. **the length of the lease granted to Farncombe Cricket Club be extended to 25 years.**

16. QUEEN ELIZABETH II FIELDS CHALLENGE [Page 127]
[Portfolio Holder: Cllr Julia Potts]
[Wards Affected: Haslemere Critchmere and Shottermill, Godalming Holloway, Haslemere East and Grayswood]

The report, attached at Appendix I, seeks agreement to establish the three nominated sites; Holloway Hill, Haslemere and Woolmer Hill recreation grounds as Queen Elizabeth II Fields by means of a non-charitable deed of dedication through negotiations with Fields in Trust.

Recommendation

To approve the selection of a non-charitable deed of dedication to protect our nominated QEIIFC sites (Holloway Hill Recreation Ground, Haslemere Recreation Ground and Woolmer Hill Recreation Ground).

17. APPOINTMENT OF SPECIAL INTEREST GROUPS (SIGS) [Page 131]

The Special Interest Group (SIG) Protocol has been adopted as part of the Constitution and, under the protocol, it is necessary to determine whether to re-appoint all or some of the Special Interest Groups for the new Council year. The Special Interest Groups which are proposed for 2013-14 are detailed at Appendix J

Recommendation

It is recommended that the Special Interest Groups set out at Appendix J be established for the Council year 2013-14.

18. APPOINTMENT OF EMPLOYERS NEGOTIATING TEAM 2013/2014

To appoint the Members of the Employers' Negotiating Team whose role is to conduct negotiations with the staff through the Waverley Joint Negotiating Committee for Pay and Conditions and all matters concerning local pay and conditions of service. The meetings of the Joint Negotiating Committee are usually held in November/December each year. The Employers' Negotiating Team comprises 6 members and the proposed membership is as follows (6 councillors):-

Leader
Cllr Peter Isherwood
Cllr Simon Thornton

Deputy Leader
Cllr Stefan Reynolds
Cllr Brian Adams

Recommendation

It is recommended that the appointment of members to the Employers' Negotiating Team for 2013/2014 be agreed as set out above.

19. APPOINTMENTS TO OUTSIDE BODIES 2013-2015 [Page 133]

Appointments to outside bodies are made on a two-yearly basis and the appointments made in 2011 are now due for renewal. The list of proposed appointments for 2013-2015 is attached as Appendix K.

Recommendation

It is recommended that the appointments to Outside Bodies for 2013-2015 be agreed, as set out at Appendix K.

20. APPOINTMENTS TO SURREY COUNTY COUNCIL LOCAL COMMITTEE TASK GROUPS 2013-2014

The County Council has requested that Waverley nominates to a number of Task/Sub-Groups of the Waverley Local Committee and the proposed membership of each is as follows:

Farnham Task Group (3 members)

[Current: Cllrs Julia Potts, John Ward and Carole Cockburn]

Godalming, Milford and Witley Task Group (2 members)

[Current: Cllrs Simon Thornton and Denis Leigh]

Haslemere and Western Villages Task Group (2 members)

[Current: Cllrs Robert Knowles and Bryn Morgan]

Cranleigh and Eastern Villages Task Group (2 members)

[Current: Cllrs Brian Ellis and Maurice Byham]

Youth Task Group (2 members)

[Current: Cllrs Carole King and Jennifer O'Grady]

Recommendation

It is recommended that the nominations to the Waverley Local Committee Task Groups be agreed.

21. CHIEF EXECUTIVE'S ACTIONS

To note any action taken by the Deputy Chief Executive after consultation with the Chairman and Vice-Chairman since the last meeting. The Register of Decisions will be laid on the table half an hour before the meeting.

None taken.

22. EXCLUSION OF PRESS AND PUBLIC

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

Recommendation

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

23. ANY OTHER ISSUES TO BE CONSIDERED IN EXEMPT SESSION

To consider matters (if any) relating to aspects of any reports on this agenda which, it is felt, may need to be considered in Exempt session.

**For further information or assistance, please telephone Emma McQuillan,
Democratic Services Manager, on 01483 523351.**

Waverley Borough Council Key Decisions Forward Programme

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

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

The Members of the Executive are:

Executive Portfolio Holder	Areas of Responsibility
Cllr Robert Knowles (Leader of the Council)	Corporate Strategy
Cllr Mike Band (Deputy Leader)	Finance, Property, HR and housing delivery
Cllr Brian Adams	Waste and Recycling, Environmental Health and Climate Change
Cllr Carole King	Car Parks, Community Safety, Older Residents and Care Groups, Health and Wellbeing
Cllr Bryn Morgan	Planning, Core Strategy, Operational (policy) and Enforcement
Cllr Stephen O'Grady	IT and Customer Services
Cllr Julia Potts	Leisure, Sports and Culture, Young People, Waverley Training Services, Parks and Countryside and Playgrounds
Cllr Stefan Reynolds	Communications and Partnerships/Community Services - Grants
Cllr Adam Taylor-Smith	Major Projects and Economic Development
Cllr Keith Webster	Housing – Operational

The agenda for each Executive meeting will be published at least 5 working days before the meeting and will be available for inspection at the Council Offices and on the Council's Website (www.waverley.gov.uk).

Whilst the majority of the Executive's business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some business to be considered which contains confidential, commercially sensitive or personal information which will be discussed in exempt session, i.e. with the press and public excluded. These matters are most commonly human resource decisions relating to individuals such as requests for early or flexible retirements and property matters relating to individual transactions.

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Executive meetings listed below may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. Where this applies, the letter [E] will appear after the name of the topic, along with an indication of which exempt paragraph(s) applies, most commonly:

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

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

Waverley Borough Council Executive Forward Programme for the period 1 May – 4 September 2013

EXECUTIVE MEETING	TOPIC	KEY DECISION	DECISION TAKER	CONSULTATION	(1) CONTACT OFFICER (2) EXECUTIVE PORTFOLIO HOLDER
4 June 2013	Housing Delivery Board [E3]	Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough	Executive (and potentially Council)	Consultation with relevant partners and agencies	(1) Jane Abraham 01483 523096 (2) Cllr Mike Band mike.band@waverley.gov.uk Cllr Keith Webster keith.webster@waverley.gov.uk Cllr Bryn Morgan bryn.morgan@waverley.gov.uk
4 June 2013	Budget Management and Outturn Report for 2012/13	Potential for seeking approval for budget adjustments	Executive (and possibly Council)	N/A	(1) Paul Wenham 01483 523397 (2) Cllr Mike Band mike.band@waverley.gov.uk
4 June 2013	Homelessness Strategy	To agree a strategy	Executive and Council	Consultation with relevant partners and agencies	(1) Mike Rivers 01483 523013 (2) Cllr Keith Webster keith.webster@waverley.gov.uk

EXECUTIVE MEETING	TOPIC	KEY DECISION	DECISION TAKER	CONSULTATION	(1) CONTACT OFFICER (2) EXECUTIVE PORTFOLIO HOLDER
4 June 2013	Garden Waste Service Redesign [E3]	To agree a new approach to carrying out garden waste collections	Executive and Council	Consultation with Community Overview and Scrutiny Committee and Citizens' Panel	(1) Rob Anderton 01483 523411 (2) Cllr Brian Adams brian.adams@waverley.gov.uk
4 June 2013	Surrey Waste Partnership – Update on Key Projects	To agree to the Council's continued involvement in key SWP projects, including joint contracting and joint selling of commingled materials	Executive	Consultation with relevant partners	(1) Rob Anderton 01483 523411 (2) Cllr Brian Adams brian.adams@waverley.gov.uk
4 June 2013	Local Planning Enforcement Plan	To seek approval for the draft Local Planning Enforcement Plan which sets out the Council's policy for taking enforcement action.	Executive	Consultation with relevant partners	(1) Beth Howland-Smith 01483 523114 (2) Cllr Bryn Morgan bryn.morgan@waverley.gov.uk
2 July 2013	Review of Particular Polling Places	To report the findings of the review and agree any changes to be made to particular polling places	Executive and Council	Consultation with relevant partners	(1) Tracey Stanbridge 01483 523413 (2) Cllr Robert Knowles robert.knowles@waverley.gov.uk
2 July 2013	Local Governance Review - Rowledge	To outline the findings of the first consultation period in respect of the Local Governance Review.	Executive (and possibly Council)	Consultation with relevant partners	(1) Tracey Stanbridge 01483 523413 (2) Cllr Robert Knowles robert.knowles@waverley.gov.uk
2 July 2013	Air Quality Annual Progress Report	To receive the annual progress report	Executive	Consultation with Community Overview and Scrutiny Committee	(1) Rob Anderton 01483 523411 (2) Cllr Brian Adams brian.adams@waverley.gov.uk

EXECUTIVE MEETING	TOPIC	KEY DECISION	DECISION TAKER	CONSULTATION	(1) CONTACT OFFICER (2) EXECUTIVE PORTFOLIO HOLDER
2 July 2013	Budget Management	Potential for seeking approval for budget adjustments	Executive (and possibly Council)	N/A	(1) Paul Wenham 01483 523397 (2) Cllr Mike Band mike.band@waverley.gov.uk
2 July 2013	Housing Delivery Board [E3]	Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough	Executive (and potentially Council)	Consultation with relevant partners and agencies	(1) Jane Abraham 01483 523096 (2) Cllr Mike Band mike.band@waverley.gov.uk Cllr Keith Webster keith.webster@waverley.gov.uk Cllr Bryn Morgan bryn.morgan@waverley.gov.uk
2 July 2013	Godalming Conservation Area Appraisal	To seek approval to consult on the draft Conservation Area Appraisal for Godalming	Executive and Council	Consultation with relevant partners	(1) Sarah Wells 01483 523488 (2) Cllr Bryn Morgan bryn.morgan@waverley.gov.uk
2 July 2013	Gypsy & Traveller Accommodation Assessment	To advise members on the outcome of the Gypsy and Traveller Accommodation Assessment and how it feeds into the Local Plan process.	Executive	Consultation with relevant partners and agencies	(1) Paul Falconer 01483 523417 (2) Cllr Bryn Morgan bryn.morgan@waverley.gov.uk
2 July 2013	Godalming and Cranleigh Neighbourhood Plans	Designation of areas as Neighbourhood plans	Executive and Council	Consultation with relevant partners and agencies	(1) Matthew Ellis 01483 523297 (2) Cllr Bryn Morgan bryn.morgan@waverley.gov.uk

EXECUTIVE MEETING	TOPIC	KEY DECISION	DECISION TAKER	CONSULTATION	(1) CONTACT OFFICER (2) EXECUTIVE PORTFOLIO HOLDER
4 September 2013	Car Parking Guidelines	To seek approval to the proposed parking Guidelines in relation to new development.	Executive and Council	Consultation with Community Overview and Scrutiny Committee	(1) Graham Parrott 01483 523472 (2) Cllr Bryn Morgan bryn.morgan@waverley.gov.uk
4 September 2013	Community Infrastructure Levy (CIL)	To agree a draft for consultation (following earlier preliminary draft)	Executive	Consultation with relevant partners and agencies	(1) Paul Falconer 01483 523417 (2) Cllr Bryn Morgan bryn.morgan@waverley.gov.uk
4 September 2013	Parking Services Contract – Contract Award [E3]	To agree the preferred bidder and formally award the contract for Parking Services	Executive	Consultation with relevant partners	(1) Rob Anderton 01483 523411 (2) Cllr Carole King carole.king@waverley.gov.uk
4 September 2013	Parking Services – review of cashless payment options	To agree the preferred option for the introduction of cashless payment systems in the council's car parks	Executive and Council	Consultation with the Citizens' Panel	(1) Rob Anderton 01483 523411 (2) Cllr Carole King carole.king@waverley.gov.uk
4 September 2013	Public Conveniences [E3]	To agree the way forward for the remaining public conveniences in the Borough	Executive	Consultation with relevant partners and agencies	(1) Rob Anderton 01483 523411 (2) Cllr Brian Adams brian.adams@waverley.gov.uk
4 September 2013	PR and Communications Strategy	To adopt a communications and PR strategy to take Waverley forward	Executive and Council	Consultation with staff and key stakeholders	(1) Sarah Bainbridge 01483 523148 (2) Cllr Stefan Reynolds stefan.reynolds@waverley.gov.uk

EXECUTIVE MEETING	TOPIC	KEY DECISION	DECISION TAKER	CONSULTATION	(1) CONTACT OFFICER (2) EXECUTIVE PORTFOLIO HOLDER
4 September 2013	Budget Management	Potential for seeking approval for budget adjustments	Executive (and possibly Council)	N/A	(1) Paul Wenham 01483 523397 (2) Cllr Mike Band mike.band@waverley.gov.uk
4 September 2013	Housing Delivery Board [E3]	Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough	Executive (and potentially Council)	Consultation with relevant partners and agencies	(1) Jane Abraham 01483 523096 (2) Cllr Mike Band mike.band@waverley.gov.uk Cllr Keith Webster keith.webster@waverley.gov.uk Cllr Bryn Morgan bryn.morgan@waverley.gov.uk
1 October 2013	Development Management Site Allocation	To seek approval to consult on the issues and options for the proposed Development Management and Site Allocations DPD.	Executive and Council	Consultation with relevant partners and Members	(1) Matthew Ellis 01483 523297 (2) Cllr Bryn Morgan bryn.morgan@waverley.gov.uk
To be advised	Guidance for Advertisement Boards	To seek approval to consult on draft guidelines in relation too the use of advertising boards.	Executive	Consultation with relevant partners and agencies	(1) Colin Bannon 01483 523525 (2) Cllr Bryn Morgan bryn.morgan@waverley.gov.uk

Notification of Executive Non-Key Decisions likely to be considered in (Exempt) Session

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Executive meetings listed below may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. This refers to decisions likely to be taken by the Executive which are not key decisions and for which 28 days notice needs to be given.

There will inevitably be some business to be considered which contains confidential, commercially sensitive or personal information which will be discussed in exempt session, i.e. with the press and public excluded. These matters are most commonly human resource decisions relating to individuals, such as requests for early or flexible retirements and property matters relating to individual transactions.

APPENDIX B.1.

WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 4 JUNE 2013

Title:

**ANNUAL ACCOUNTS 2012/2013
OVERALL REVENUE OUTTURN
(GENERAL FUND and HOUSING REVENUE ACCOUNT)**

**[Portfolio Holder: Cllr Mike Band]
[Wards Affected: All]**

Summary and purpose:

This report provides a summary of the 2012/13 outturn for the General Fund and the Housing Revenue Account. The Statement of Accounts, which contains the detailed figures in a format compliant with Audit requirements, will be presented for approval by the Audit Committee later in the year.

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

The Budget expresses the Council's Corporate Priorities in financial terms. Higher resources carried forward at the year-end will provide additional funding.

Financial Implications:

This report provides the outturn position for Waverley's General Fund and HRA budgets. The underspends result in extra resources being available for the future. Provided that services are maintained, they also indicate that improved value-for-money is being achieved.

Legal Implications:

This report does not have any direct legal implications.

Introduction

1. This report provides a summary of the 2012/13 General Fund and Housing Revenue Account (HRA) revenue outturn position, together with a table detailing the major variations from the estimate. This report is the final Budget report for the year and builds on the position previously reported to Members through the Budget Management Process. The Final Accounts for 2012/13 will be considered for approval by the Audit Committee later in the year.
2. Formal approval is sought to some unspent budget items being carried forward to 2013/14.
3. This report contains the following Annexes:
 - Annexe 1 - The main differences from the approved 2012/13 GF Budget

- Annexe 2 - The main differences from the approved HRA Budget
- Annexe 3 - Revenue budget carry forward requested from 2012/13 to 2013/14

General Fund

2012/13 Revenue Outturn

4. The headline underspend, for 2012/13 is approximately £446,200, after allowing for carry forward requests. This compares with the projected underspend position for February of £339,400: an increase of £106,800.
5. The table at Annexe 1 compares the position reported to the end of February with the Outturn and in the main this is consistent with areas identified previously. However, there are two new significant areas of underspend reported:

- Emergency Funding Provision unspent £24,130 (carry forward requested)
- Homelessness £54,000

6. Staff Vacancy Target Reductions

The General Fund staff vacancy target has been over-achieved as shown at Annexe 1.

7. Star Chamber Savings

The Star Chamber savings built into the Budget were all achieved.

Waste Recycling

8. There has been a modest further decline in the income levels previously expected for Waste Recycling Income as final figures for the post-Christmas period are confirmed.
9. For several years prior to 2012, the significant volumes of leaves collected from Street Cleaning were presented and accepted for recycling as green waste; thereby contributing to recycling targets and attracting Recycling Credits, although also incurring Gate Fee charges for processing. Unfortunately, during 2012 the Environment Agency instructed that this material should not be accepted for processing as Green Waste. In practice a high percentage of the material is soil and Surrey County Council have accepted this for alternative processing on the basis that Gate Fees will be waived to partly offset the loss of Recycling Credits. The material is not sent to landfill and therefore is still included in recycling tonnages and percentages for performance, but there is an adverse effect on Waverley's budgets.
10. This situation seems likely to continue into 2013/14 unless the Environment Agency can be persuaded to change this policy. Current proposals regarding the household Green Waste Recycling Service should also improve the position.

Effect on 2013/2014 Budget

11. An assessment has been carried out on the probable effect on the 2013/14 Budget of the over and underspends included in the Outturn position. Most items have already been taken into account in the 2013/14 Budget, or were one-off items that relate to 2012/13 only. Therefore, the Outturn figures appear to have little overall impact on the 2013/14 Budget. However, the detailed Outturn figures will be taken into consideration as part of the 2013/14 Budget Management process.

Officers' Action Plan

12. In certain areas where ongoing budget pressure appears to be occurring, it is appropriate for the responsible officers to draw up an action plan to rectify the situation. Areas identified for review include: Building Control, Day Centres, Green Waste Recycling and Special Refuse Collection. These reviews should be undertaken early in 2013/14 and reported as part of the Budget Management Process.

Carry Forward Requests

13. Carry Forward Requests totaling £39,130 have been put forward by Heads of Service and are supported by the Corporate Management Team where there was good reason for the delayed spending and where it is clear that the budget is needed and will be spent in 2013/14. Annexe 3 is a schedule of these requests. If approved, these items will be added to the 2013/14 Budget and financed from the 2012/13 underspend. In addition, carry forward on revenue projects is sought as part of the capital outturn report.

General Fund Balance

14. The outturn for 2012/13 confirms earlier forecasts that the General Fund balance at 31st March 2013 remains sound at £4.6 million, not including earmarked reserves. Recommendation 5 will reduce the General Fund balance to £4.4 million.
15. The approved minimum level of General Fund balance set out in the Financial Strategy is currently £3.1 million. This includes £0.1 million in recognition of possible legislative uncertainties. A figure of £0.2 million would now appear to be more appropriate for this contingency and therefore it would be prudent to increase the minimum level of the General Fund balance to £3.2 million.

Business Rates Revaluation

16. On 1 April 2013 the Government's new 'Business Rate Retention' framework was implemented, replacing the old central pool system. Under the new framework Waverley shares business rates costs and income with the Government and Surrey County Council, with Waverley's proportion being 40%. One of the issues with the new system is that if a business is successful in an appeal against its rateable value, Waverley loses a proportion of the rates and has to pay a proportion of the refund if the revaluation is backdated. Officers have calculated that, based on the current appeals in the pipeline,

Waverley's exposure could be around £200,000. It is proposed to set aside £200,000 of the General Fund underspend in 2012/13 in an earmarked reserve to meet this potential future liability. This will reduce the General Fund balance to £4.4 million.

General Fund Position

17. The Executive will be considering a Budget Review at the September meeting, before the Financial Strategy is updated starting in the Autumn.
18. The General Fund Outturn position is a creditable achievement, with the total savings being delivered in the context of even higher reductions already built into the original budget.

Housing Revenue Account (HRA)

2012/13 Revenue Outturn

19. This account identifies the cost of providing, managing and repairing the Council's housing stock of some 4,900 dwellings in 2012/13.

HRA position

20. 2012/13 has been a year of continued change for the landlord service, with changes in head of service and departmental managers, a restructure and the bedding in of new repairs and maintenance contracts, combined with the delivery of a significantly increased Capital programme.
21. An underspend of just over £600,000 (excluding the saving of £1,942,000 capital financing costs which is transferred to reserves) is reported for the year on the HRA, the majority of which is within cyclical maintenance and stock surveys (£467,000). Carry Forward proposals of £477,000, as detailed at Annexe 3, will reduce the balance of the underspend to approximately £129,000.
22. The table at Annexe 2 compares the position reported to the end of February with the Outturn, the significant differences are in:
 - the cyclical repairs (-£157,000),
 - March annual calculations (-£263,000) (eg use of provisions, rent rebate payments etc)

HRA Staff Vacancy Target

23. The initial HRA staff vacancy provision of £70,000 was achieved. However, there were additional redundancy costs of £84,000 incurred during the year as part of the Housing restructure, of which only £42,650 could be met from vacancy savings, with the balance of £41,350 redundancy costs not being covered from savings in the year as planned.

Conclusion

24. The outturn figures demonstrate the Council's continued sound financial management even in the face of the challenging financial climate. The action plan to be formulated by officers regarding specific service areas, as identified in paragraph 12, should reinforce the position going forward into 2013/14.

Recommendation

It is recommended that the Executive:

1. notes the Revenue Outturn position for 2012/2013;
2. approves Revenue Carry Forwards of £39,130 on the General Fund from 2012/13 to 2013/14 as detailed at Annexe 3;
3. approves Revenue Carry Forwards of £477,000 on the HRA from 2012/13 to 2013/14, as detailed at Annexe 3;
4. increases the minimum level of the General Fund Working balance from £3.1 million to £3.2 million in recognition of current legislative uncertainties;
5. sets aside £200,000 of the 2012/2013 underspend as an earmarked reserve to meet potential future liabilities for Business Rates revaluation reductions for previous years; and
6. requests officers to carry out investigations into the areas where significant variances have occurred in 2012/13 (particularly Building Control, Day Centres, Green Waste Recycling and Special Refuse Collection); to assess the potential impact on the 2013/14 budget; and to bring forward proposals for remedial measures as part of the Budget Management Reporting process.

Background Papers

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

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GENERAL FUND - 2012-13 Major Variations to Budget April 2012 to March 2013										
	July	August	September	October	November	December	January	February	March	Reason (▲ changes up, ▼ down, — no change)
	£	£	£	£	£	£	£	£	£	
Additional Expenditure										
Museum of Farnham	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	15,000	— Service Level agreement, start up costs and building maintenance (£35k staff savings)
Office Expenses	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	2,000	▼ Postages increase in mail costs, offset by telephone savings
Refuse Collection	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	— Collection of food waste weekly - half with refuse
Refuse/Recycling Collection								4,300	4,300	— The additional costs of catch-up collections during the period of adverse weather have been shared equally with Veolia
Waste Recycling	117,000	117,000	117,000	117,000	117,000	117,000	117,000	117,000	122,240	▲ Final increased costs of £5k covered by £7k income raised towards costs.
Waste Recycling	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	— Additional contract costs
Community Development			10,000	10,000	10,000	10,000	10,000	10,000	10,000	— £10k contribution paid to Godalming Town Council (GTC) for Town Centre manager
Community Development			5,000	5,000	5,000	5,000	5,000	5,000	5,000	— M3 LEP subscriptions
Day Centres								7,000	22,000	▲ Unexpectedly high Electricity bills for the Gostrey Centre were received in April for the last quarter of 2012/13. Also Electricity for Bowring House charged to Day Centre budget for first time.
Development Control			15,000	15,000	15,000	15,000	15,000	15,000	15,000	— Projected overspend on specialist consultants to advise on technical aspects of planning applications - vired from overall underspend.
Cemeteries							5,300	5,300	5,300	— Overspend on contract variations, including additional work required at Bramley cemetery.
Loss in Income										
Animal Control			15,000	15,000	15,000	15,000	18,000	18,000	15,000	— Net under achievement of income due to fewer pests £10k and fewer stray dogs £8k offset by savings of £3k
Special Refuse							9,000	9,000	8,000	— Significantly reduced demand for service. As a result a review of the future of this service is required.
Car Parks	20,000	15,000	15,000	35,000	45,000	50,000	70,000	77,000	50,000	▼ Shortfall of income

GENERAL FUND - 2012-13 Major Variations to Budget April 2012 to March 2013										
	July	August	September	October	November	December	January	February	March	Reason (▲ changes up, ▼ down, — no change)
Development Control	0	15,000	15,000	40,000	30,000	30,000	50,000	50,000	48,700	▼ declining trend despite fee increase from 22/11/12
Supporting People			50,000	50,000	50,000	50,000	50,000	50,000	50,000	— Grant reduction - confirmed - partly offset by sheltered housing staff reductions - included in staff budget monitoring
Cemeteries							7,000	7,000	8,000	— Shortfall in income for current year.
Building Control deficit	20,000	50,000	26,000	26,000	26,000	20,000	26,000	26,000	49,600	▲ Significant planned savings of £80k have been made in the staffing budget. However total income for the year was eventually £132k below budget and even worse than envisaged in the Business Plan.
Sub-Total	274,000	314,000	385,000	430,000	430,000	429,000	499,300	517,600	525,140	
Additional Income										
Interest	(140,000)	(140,000)	(140,000)	(140,000)	(140,000)	(140,000)	(140,000)	(140,000)	(150,000)	▲ £140k Additional interest generated on internal £5m GF loan to HRA to reduce external borrowing for self-financing, plus £10k from external investments.
Car Parks	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	— Payment received for High Street, Haslemere agreement
Car Parks									(16,000)	▲ Additional easement & licence income
Land Charges	(80,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(130,000)	(130,000)	(105,000)	▼ Net anticipated additional income
Waste Recycling	(67,000)	(67,000)	(67,000)	(67,000)	(67,000)	(67,000)	(67,000)	(67,000)	(67,000)	— Collection of food waste weekly - half with Refuse
Waste Recycling	(120,000)	(120,000)	(85,000)	(85,000)	(85,000)	(65,000)	(40,000)	(30,000)	(21,000)	▼ Additional Recycling Credit from improved volumes. Saving on Gate Fees in place of Recycling Credit on Green Waste used by SCC.
Waste Recycling			(5,000)	(5,000)	(5,000)	(5,000)	(15,000)	(15,000)	(17,000)	— Fees and Charges - Green Waste
Waverley Training Services - surplus						(50,000)	(50,000)	(86,000)	(90,600)	▲ Additional income less extra staff and other training costs
Legal Fees					(10,000)	(10,000)	(10,000)	(10,000)		▼ Additional anticipated Income
Careline							(12,500)	(12,500)	(23,000)	▲ Additional income
Savings										

GENERAL FUND - 2012-13 Major Variations to Budget April 2012 to March 2013										
	July	August	September	October	November	December	January	February	March	Reason (▲ changes up, ▼ down, — no change)
Inflation Provision			(77,000)	(77,000)	(77,000)	(77,000)	(75,000)	(75,000)	(75,000)	— Unallocated balance - all major inflation items identified
Support to Community Organisations									(24,130)	▲ Emergency Funding provision not used. Carry forward to 2013-14 could be approved.
Street Cleaning			(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(63,000)	— Agreed enhancement to contract will not commence until January
Godalming Leisure Centre	(48,000)	(48,000)	(61,500)	(61,500)	(61,500)	(61,500)	(61,500)	(61,500)	(59,000)	— Arising from early opening
Leisure Centres					(27,150)	(27,150)	(27,150)	(27,150)	(27,150)	— Savings on excess energy provision 2011/12
Audit					(30,000)	(30,000)	(30,000)	(30,000)	(54,000)	▲ Grant Thornton estimated saving for external audit fees- contingency not required- carry forward requested.
Other Planning Services					(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	— Local Development Framework underspend
Other Planning Services							(13,000)	(13,000)	(17,000)	▲ Ordnance Survey Mapping Service is now free
Recreational Open Space						(13,000)	(13,000)	(13,000)	(13,000)	— Contract savings (used to pay for contract Compliance Officer post)
Homelessness									(54,000)	▲ £54k saving overall excluding staff costs mostly due to use of rented premises rather than Bead and Breakfast provision.
Sub-Total	(473,000)	(573,000)	(693,500)	(693,500)	(775,650)	(818,650)	(777,150)	(803,150)	(908,880)	
Net Major Variations	(199,000)	(259,000)	(308,500)	(263,500)	(345,650)	(389,650)	(277,850)	(285,550)	(383,740)	
Net Other Variations	(280)	(280)	7,240	7,240	1,650	1,650	(8,850)	(8,850)	(29,355)	
Staff Savings Target							(45,000)	(45,000)	(72,250)	Over achievement of target (net of savings required to meet service targets).
Overspend / (Underspend)	(£199,280)	(£259,280)	(£301,260)	(£256,260)	(£344,000)	(£388,000)	(£331,700)	(£339,400)	(£485,345)	
Slippage Requests									£39,130	
Overspend / (Underspend)	(£199,280)	(£259,280)	(£301,260)	(£256,260)	(£344,000)	(£388,000)	(£331,700)	(£339,400)	(£446,215)	

HOUSING REVENUE ACCOUNT - 2012-13 Major Variations to Budget										
April 2012 to March 2013										
	July	August	September	October	November	December	January	February	March	Reason
	£	£	£	£	£	£	£	£	£	
Additional Expenditure										
Council Tax on Empty Properties	38,000	38,000	38,000	38,000	38,000	38,000	38,000	48,500	48,500	— Charges for 2012-13 in excess of £50k budget. Some refunds will be due for properties disposed before end of year.
Property Insurance		5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	— Estimate based on previous actual
Maintenance Consultancy		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	— Specialist advice taken re Gas Contract. Cover overspend from General Management consultancy
Sheltered Schemes					20,000	20,000	20,000	15,500	15,500	— Riverside replacement carpets see Oct Report
Sheltered Schemes								4,500	4,500	— Parker bath - replacement used by community centre for assisted baths.
Grounds maintenance									26,000	▲ Additional works and new contract costs
Loss in Income										
Dwelling rents and service charges	80,000	90,000	90,000	90,000	90,000	110,000	110,000	120,000	130,000	▲ Potential shortfall based on 37 weeks debit. This reduction is partly due to the early completion of decommissioning Wey Court, and increased number of voids and surge in RTB sales
Court Costs reimbursed			26,000	26,000	26,000	26,000	26,000	26,000	26,000	— Court costs are the last call on the repayments, at September £1,800.
Garage Rents								10,000	10,000	— Rent loss due to voids
Overspends	118,000	135,200	161,200	161,200	181,200	201,200	201,200	231,700	267,700	
Savings										
Capital Financing Costs	(1,942,000)	(1,942,000)	(1,942,000)	(1,942,000)	(1,942,000)	(1,942,000)	(1,942,000)	(1,942,000)	(1,942,000)	▲ Costs in approved budget were much higher than final approved business plan. Funds will be transferred to Affordable housing/stock improvement reserves.
Debt management									(50,000)	Not required
Unused provisions									(75,000)	Not required
Contribution to capital									(27,000)	Full contribution not required due to underspend on Capital programme
Transitional Support									(14,000)	Fewer tenants remaining in the scheme
Sewerage collection			(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	— Spend to save investment which has resulted in fewer collections required.
Cyclical Repairs							(310,000)	(310,000)	(467,000)	▲ Due to a delay in setting up a new programme of non essential surveys and inspections . Carry forward requested.
Community Safety							(10,000)	(10,000)	(16,000)	▲ Insufficient projects identified this year
Tenancy Management							(3,000)	(3,000)	(3,000)	— Saving in printing budget
Electricity								(20,000)	(20,000)	— Assumed saving allowing for extra cost in Feb and March.
Telephones								(10,000)	(1,000)	▼ General bill reduction.
Postage									(3,000)	▲ Rent statements
Rent Rebates contribution									(97,000)	▲ March adjustment
Grants and Donations									(9,000)	▲ Not required
Tenant participation									(7,000)	▲ Tenant Scrutiny Panel slow to activate
Orchard IT									(10,000)	▲ Projects postponed until 2013-14. Carry forward requested
Additional Income										
Interest receivable	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	— The HRA will have higher balances in the short/medium term that will generate more investment income
Water Rates Commission		(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	— Commission based on value of water rate debit
Solar panel rent									(6,000)	▲ Confirmed in March
Prior year adjustment									(33,000)	▲ Duplicate charge refunded
Underspends	(2,002,000)	(2,009,000)	(2,019,000)	(2,019,000)	(2,019,000)	(2,019,000)	(2,342,000)	(2,372,000)	(2,857,000)	
Net Major Variations	(1,884,000)	(1,873,800)	(1,857,800)	(1,857,800)	(1,837,800)	(1,817,800)	(2,140,800)	(2,140,300)	(2,589,300)	
staff budget overspend		90,000	47,000	85,000	46,000	60,000	60,000	53,000	41,000	▼ The original target of £70k was increased to cover £84k redundancy costs.
Overspend/ (Underspend)	(1,884,000)	(1,783,800)	(1,810,800)	(1,772,800)	(1,791,800)	(1,757,800)	(2,080,800)	(2,087,300)	(2,548,300)	
Transfer to reserves									1,942,000	to Affordable Housing / Stock Improvement reserves
Carry Forward Proposals									477,000	carry forward request
Net Underspend									(129,300)	Underspend

Revenue Budget Carry Forward Requests from 2012-13 to 2013-14

Service	Subject	Carry Forward Requested £	Justification
General Fund			
Community Organisations	Emergency Funding Provision	24,130	carry forward unspent provision to 2013/14
Corporate Management	Audit Fees	15,000	Grant/Subsidy certification work not carried out by Grant Thornton in 2012/13 will require to be undertaken in 2013/14.
	GF Total:	£39,130	
HRA			
HRA	Orchard IT	10,000	carry forward into 2013/14 for outstanding projects
HRA Repairs and Maintenance	Cyclical and programmed work	467,000	carry forward into 2013/14 for outstanding maintenance
	HRA Total:	£477,000	

APPENDIX B.2.

WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 4 JUNE 2013

Title:

**ANNUAL ACCOUNTS 2012/2013
CAPITAL PROGRAMME OUTTURN
(GENERAL FUND, HOUSING REVENUE ACCOUNT)**

[Portfolio Holder: Cllr Mike Band]

[Wards Affected: All]

Summary and purpose:

This report presents the outturn for the Council's 2012/13 Capital Programme. It also seeks approval to add rescheduled expenditure and minor slippage from the 2012/13 Programme to the 2013/14 Programme.

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

The Capital Programme is a key way of delivering the Council's Corporate Priorities

Financial Implications:

The report details the expenditure during the past year and compares this with the previously approved budgets. Significant external funding has been obtained in some areas, thereby achieving improved value for money.

Legal Implications:

This report does not have any direct legal implications.

Introduction

1. This report presents the outturn for the Council's 2012/13 Capital Programme. It also seeks approval to add rescheduled expenditure and minor slippage from the 2012/13 Programme to the 2013/14 Programme.

General Fund Capital Programme

2. Annexe 1 shows details of the 2012/13 Capital Programme Outturn, together with the proposed transfer of budgets from 2012/13 to 2013/14.
3. The original approved Programme for Capital and Revenue Projects for Waverley expenditure in 2012/13 was £5,567,640. To this, slippage of £1,273,044 was added from 2011/12. During the year several additional schemes were also approved financed from further external funding that had been secured, resulting in a total approved Programme for the year of £9,002,948.

4. Actual expenditure in the year against these Projects was £5,916,767. £892,000 of this was accounted for within Revenue at the year-end to ensure compliance with accounting standards, but is still included in the capital figures presented to aid transparency; this amount is funded from the Revenue Reserve Fund. Slippage requests total £1,631,225. A total of £943,180 of money not spent in 2012/13 will also be set aside to provide for future funding as detailed at Annexe 1.
5. The following table analyses the General Fund Capital Programme movements during the year, which are shown in more detail at Annexe 1:

	£
Original Capital Programme for 2012/13	5,034,640
Original Revenue Projects for 2012/13	533,000
Rescheduling from 2011/12	1,273,044
Other Changes	1,659,374
Supplemented by extra External Funding	502,890
Total Approved Programme	9,0029,002, 948
Expenditure in year	5,916,767
Rescheduling and minor slippage at year-end	1,631,225
Savings and funding for future years	£1,454,956

Community Partnership Fund

6. The final payment (£9,000 to Hambledon Football Club) has been made during 2012-13 against carry forward of previous awards under the Community Partnership Fund.

Affordable Housing

6. The following two schemes have been supported using external funding raised: Wharf St, £67,500; Ridgley Road, £30,000.

Housing Revenue Account Capital Programme

7. Annexe 2 shows details of the 2012/13 HRA Capital Programme Outturn, together with the proposed transfer of budgets from 2012/13 to 2013/14.
8. The HRA Capital Programme for 2012/13 initially suffered from slow programme implementation due to renegotiating and letting of contracts and contractor mobilisation. The programme has been closely monitored and revised, in part due to a revision in the Decent Homes Grant funding strategy. The attached Annexe 2 therefore shows the Outturn compared to the revised approved programme.
9. The following table analyses the HRA Capital Programme movements during the year:

	£
Originally Approved Programme	9,313,620
Rescheduling from 2011-12 and other changes	644,354
Total Approved Programme	9,957,974
Start-Up Costs for Affordable Housing schemes	+108,968
Expenditure in the Year	-9,197,155
Rescheduling and slippage at year-end	-858,750
Savings	11,037

Financing

10. The Council's total Capital Programme (General Fund, Affordable Housing and HRA) expenditure amounted to £15,113,922, which has been financed as follows: -

	General Fund	Housing Revenue Account	Total
	£	£	£
Use of Capital Receipts / Refinancing	266,115	181,842	447,957
Use of Revenue Reserve Fund	1,886,476	0	1,886,476
Specific Grants and Contributions	664,443	2,722,000	3,386,443
Major Repairs Allocation	0	5,441,000	5,441,000
Leisure Strategy Fund	2,016,980	0	2,016,980
Borrowing (LEP)	191,042	0	191,042
HRA Revenue Contributions	0	743,345	743,345
Revenue Funding *	891,711	108,968	1,000,679
	£5,916,767	£9,197,155	£15,113,922

* Includes General Fund Revenue Projects and Start-Up costs for Affordable Housing Schemes shown under HRA column.

Conclusion

11. The underlying level of slippage for the General Fund remains low, with major schemes delivered successfully during the year.
12. The HRA Capital Programme suffered initially from a slow start. Following the re-procurement of the maintenance contracts there is evidence of cost saving and value for money especially within doors & windows and heating as more properties have been upgraded and/or the work completed at a lower than estimated cost.

Recommendations

It is recommended that the Executive:-

1. notes the Capital Outturn position for 2012/13;

2. approves the transfer of budgets totalling £1,631,225, as shown in Annexe 1, from the 2012/13 General Fund Capital Programme to the 2013/14 General Fund Capital Programme; and
3. approves the transfer of budgets totalling £858,750 as detailed in Annexe 2 from the 2012/13 HRA Capital Programme to the 2013/14 HRA Capital Programme.

Background Papers

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

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Annexe 1

Capital Outturn 2012/2013

Capital Outturn General Fund

Project	Code	2012/2013 Estimate	2012/2013 External Funding	2012/2013 Approved Changes	2012/2013 Total Programme	2012/2013 Actual Expenditure	2012/2013 Capital Saving	2012/2013 Reschedule to 2013/14	Funding for future years	Notes
		£	£	£	£	£	£	£	£	
General Fund Summary										
Provision for Urgent Schemes during Year		150,000	0	(109,520)	40,480	0	40,480	0	0	£15,520 - Legal case management system, £6,700 - M3 Licensing System, £4,600 - Memorial Hall Heater, £1,700 - Website Day checker, £20,000 - Depot access improvements, £11,000 - Pavilions Emergency works , £50,000 Badshot Lea Football Club
Planning Services		0	13,080	0	13,080	580	0	12,500	0	
Community Services		3,134,670	321,606	1,355,904	4,812,180	2,909,959	5,825	1,295,030	601,180	
Environmental Services		646,540	23,539	128,100	798,179	304,958	126,260	8,630	342,000	
Housing Services		248,000	433,488	0	681,488	520,504	160,900	0	0	
Special projects		234,000	0	1,412,224	1,646,224	1,445,929	0	200,300	0	
Customer, IT and Office Services		782,000	63,607	136,710	982,317	719,848	150,395	99,765	0	
Organisational Development		20,000	0	0	20,000	5,388	(388)	15,000	0	
Electoral Services		0	0	0	0	601	0	0	0	
Community Partnership Fund		0	0	9,000	9,000	9,000	0	0	0	
Total		£5,215,210	£855,320	£2,932,418	£9,002,948	£5,916,767	£483,472	£1,631,225	£943,180	

**Capital Outturn
General Fund**

Project	Code	2012/2013 Estimate	2012/2013 External Funding	2012/2013 Approved Changes	2012/2013 Total Programme	2012/2013 Actual Expenditure	2012/2013 Capital Saving	2012/2013 Reschedule to 2013/14	Funding for future years	Notes
		£	£	£	£	£	£	£	£	
Planning Services										
The Castle Steps (S106)	K1457		12,500		12,500	0		12,500		Works to start in Autumn 2013
Bench at Cranleigh (S106)	K1457		580		580	580				
Total Planning		£0	£13,080	£0	£13,080	£580	£0	£12,500	£0	

Capital Outturn General Fund

Project	Code	2012/2013 Estimate	2012/2013 External Funding	2012/2013 Approved Changes	2012/2013 Total Programme	2012/2013 Actual Expenditure	2012/2013 Capital Saving	2012/2013 Reschedule to 2013/14	Funding for future years	Notes
		£	£	£	£	£	£	£	£	
Community Services										
Central Communications (Careline)	K1110	30,000		26,000	56,000	55,939				
* Day Centres	K1111	10,000			10,000	9,915				
Leisure Strategy										
Godalming Leisure Centre	K1311	1,850,000	104,424	1,047,594	3,002,018	2,387,519		50,000	564,500	Savings to be carried forward as provision
Farnham Leisure Centre	K1310			6,500	6,500	0		6,500		Small defect items still to be dealt with
Hérons Leisure Centre	K1320	700,000		20,000	720,000	69,080		650,920		To carry forward to fund refurbishment
Sports Centres										
* Client Rolling Programme	K1450	56,000			56,000	59,737			36,680	Savings to be carried forward as provision
* Client Rolling Programme - Contingency	K1319	25,000		15,610	40,610	189				
* Client Rolling Programme - The Herons	K1302		80,000	60,000	140,000	500		139,500		To carry forward to fund refurbishment
Spinning Bikes (S106)	K1458		1,500		1,500	1,500				
Countryside										
Lammas Land Fencing	K1373	3,000	927		3,927	3,940				
Wood Fuel Boiler	K1377	12,000			12,000	5,698	6,300			
Reline Frensham Dam Stew Pond Culvert	K1378	20,000			20,000	1,158		18,840		Awaiting technical guidance for best solution
Countryside Equipment				13,500	13,500	13,702	(200)			
Arts										
Farnham Maltings (grant paid to 31.3.12 £484k)	K1390	35,000			35,000	35,000				
Memorial Hall High Level Heater	K1330			4,600	4,600	4,556				

Capital Outturn General Fund

Project	Code	2012/2013 Estimate	2012/2013 External Funding	2012/2013 Approved Changes	2012/2013 Total Programme	2012/2013 Actual Expenditure	2012/2013 Capital Saving	2012/2013 Reschedule to 2013/14	Funding for future years	Notes
		£	£	£	£	£	£	£	£	
Recreation										
Pavilions - Capital Works	K1343	30,000		11,000	41,000	41,185	(185)			
Recreational Facilities for Young People	K1344	50,000	28,000		78,000	2,403		75,600		For use towards Farnham Skatepark
Playground Replacement	K1345	194,000	64,884		258,884	50,540		208,340		Works underway
Philips Memorial Garden Improvement Programme	K1354	14,670	16,300	99,100	130,070	47,241		82,830		Works to be carried out over winter
Parks Infrastructure Works & DDA Improvements	K1355	60,000			60,000	59,871	130			
* Parks Signage	K1349	10,000			10,000	9,717	280			
* Recreation Ground Improvements	K1340	35,000			35,000	35,498	(500)			
Bruce MacKenzie Memorial Field (S106)	K1458		4,448		4,448	4,448				
* Playing Pitch Strategy	K1459		10,623		10,623	10,623				
* Play Area Strategy	K1459		5,000		5,000	0		5,000		Supplier let us down, have reordered
Aarons Hill Skatepark	K1412		5,500	2,000	7,500	0		7,500		Having to redesign to meet groups needs
Badshot Lea Football Club, Westfield Lane				50,000	50,000	0		50,000		
Total Community Services		£3,134,670	£321,606	£1,355,904	£4,812,180	£2,909,959	£5,825	£1,295,030	£601,180	

**Capital Outturn
General Fund**

Project	Code	2012/2013 Estimate £	2012/2013 External Funding £	2012/2013 Approved Changes £	2012/2013 Total Programme £	2012/2013 Actual Expenditure £	2012/2013 Capital Saving £	2012/2013 Reschedule to 2013/14 £	Funding for future years £	Notes
Environmental Services										
* Public Conveniences	K1220	10,000	(6,000)		4,000	2,578				
Environmental Health										
Tackling Fuel Poverty in Waverley	K1205	20,000			20,000	15,650	4,350			
* Air Quality Monitoring	K1206		14,000		14,000	14,000				
* Contaminated Land	K1201	20,000			20,000	12,521		7,480		To carry forward for use towards sampling at Windrush Close
Refuse Collection										
Upgrade Recycling Bring-sites	K1231	6,000			6,000	5,212	790			
Recycling Street Litter bins	K1235	12,540			12,540	10,768	1,770			
* Contract Mobilisation	K1234		14,539	110,000	124,539	122,240	2,300			
Car Parks										
* Rolling Programme	K1240	35,000		(2,000)	33,000	17,931				
Parking Equipment Replacement	K1241	24,000			24,000	22,947	1,050			
Tanners Lane Resurfacing (provision)	K1243	30,000			30,000	6,662	23,340			
Weydown Road CCTV	K1244	20,000			20,000	10,000	10,000			
North Street Car Park Farncombe resurfacing & drain	K1245	20,000			20,000	20,377	(300)			
Village Way Car Park Extension	K1246	77,000			77,000	0	77,000			Project not going ahead
Meadow Car Park Resurfacing	K1247	30,000			30,000	24,042	5,960			
Weyhill (Fairground) Car Park - refurbishment	K1242	342,000		1,500	343,500	1,585			342,000	Project on hold
Lighting efficiency improvements	K1248		1,000	18,600	19,600	18,445		1,150		
Total Environmental Services		£646,540	£23,539	£128,100	£798,179	£304,958	£126,260	£8,630	£342,000	

**Capital Outturn
General Fund**

Project	Code	2012/2013 Estimate	2012/2013 External Funding	2012/2013 Approved Changes	2012/2013 Total Programme	2012/2013 Actual Expenditure	2012/2013 Capital Saving	2012/2013 Reschedule to 2013/14	Funding for future years	Notes
		£	£	£	£	£	£	£	£	
Housing Services										
House Renovation Grants	<i>K1101</i>									
- Disabled Facilities		248,000	317,481		565,481	423,004	160,900			Dependant on bids
- Private Sector Renewals			18,507		18,507					
Wharf Street First Wessex HA	<i>K3104</i>		67,500		67,500	67,500				
Ridgley Road - S106 grant funded			30,000		30,000	30,000				
Total Housing Services		£248,000	£433,488	£0	£681,488	£520,504	£160,900	£0	£0	

**Capital Outturn
General Fund**

Project	Code	2012/2013 Estimate	2012/2013 External Funding	2012/2013 Approved Changes	2012/2013 Total Programme	2012/2013 Actual Expenditure	2012/2013 Capital Saving	2012/2013 Reschedule to 2013/14	Funding for future years	Notes
		£	£	£	£	£	£	£	£	
Special Projects										
Riverside	K1510	234,000		198,000	432,000	231,705		200,300		Works underway
Special Projects	K1519			1,214,224	1,214,224	1,214,224				
Total Special Projects		£234,000	£0	£1,412,224	£1,646,224	£1,445,929	£0	£200,300	£0	

Capital Outturn General Fund

Project	Code	2012/2013 Estimate	2012/2013 External Funding	2012/2013 Approved Changes	2012/2013 Total Programme	2012/2013 Actual Expenditure	2012/2013 Capital Saving	2012/2013 Reschedule to 2013/14	Funding for future years	Notes
		£	£	£	£	£	£	£	£	
Customer, IT and Office Services										
Miscellaneous Properties										
* Development Consultancy	K1512	132,000			132,000	73,330	58,670			
* CPO - Provision for Public Enquiry Costs	K1518	100,000			100,000	105,444	(5,450)			
Depot Access improvements	K1356			20,000	20,000	20,778	(780)			
Central Offices										
* Improved Working Environment	K1001	100,000	10,350		110,350	96,307				
Disability Discrimination Act Compliance										
DDA Compliance Works Provision	K1006	10,000			10,000	9,892	110			
ICT Infrastructure Rolling Programme										
Forward Programme/Legislative Changes	K0001	10,000	37,007		47,007	44,045	2,960			
Desktop/Server Upgrades	K0003	25,000			25,000	27,188	(2,190)			
Microsoft Office Enterprise agreement	K0233	25,000			25,000	38,171	(13,170)			Overspend to be covered by saving on telephone budget
System Migration/Upgrade										
Upgrade/Replace Systems - Lotus Database	K0268	20,000			20,000	20,523	(520)			
Orchard Housing Management System Upgrade	K0269					1,500				
Legal Case management system	K0273			15,520	15,520	15,563				
Wi-Fi for the Burys	K0274			15,800	15,800	15,235	570			
HR Payroll System	K0264			2,500	2,500	735	1,765			
Enhancement of M3 Licensing system	K0214			6,700	6,700	6,790				

**Capital Outturn
General Fund**

Project	Code	2012/2013 Estimate	2012/2013 External Funding	2012/2013 Approved Changes	2012/2013 Total Programme	2012/2013 Actual Expenditure	2012/2013 Capital Saving	2012/2013 Reschedule to 2013/14	Funding for future years	Notes
		£	£	£	£	£	£	£	£	
Information Management										
Network Upgrade & Flexible Working	K0254	10,000			10,000	10,463	(460)			
Scanning & Workflow -Environmental Health	K0249			35,240	35,240	30,143	5,100			
Records Scanning	K0244	20,000			20,000	20,094				
Storage Area Network replacement	K0240	50,000			50,000	11,485		38,515		Surrey Data Centre will not meet needs Project not going ahead
Shared Services & Hosting	K0241	10,000			10,000	984	9,020			
Civica Document Management	K0242	20,000			20,000	26,021	(6,020)			
Replacement Telephone System	K0238	250,000			250,000	121,907	106,090	22,000		
Civica Access for Planning Documents	K0243		6,500		6,500	6,500				
Consultation Portal Software	K0230		9,750		9,750	9,750				
Website Day Checker	K0261			1,700	1,700	1,700				
Environmental Services contact manager	K0265				0	5,300	(5,300)			Project from 2010/11 Order placed
Si Dem Software	K0102			9,000	9,000	0		9,000		
Local Land Charges	K0250			30,250	30,250	0		30,250		
Total Customer, IT and Office Services		£782,000	£63,607	£136,710	£982,317	£719,848	£150,395	£99,765	£0	

Capital Outturn General Fund

Project	Code	2012/2013 Estimate £	2012/2013 External Funding £	2012/2013 Approved Changes £	2012/2013 Total Programme £	2012/2013 Actual Expenditure £	2012/2013 Capital Saving £	2012/2013 Reschedule to 2013/14 £	Funding for future years £	Notes
Organisational Development										
Backstage Jadu Mobile Web Platform	K0272	15,000 5,000			15,000 5,000	0 5,388	(388)	15,000		Testing product
Total Organisational Development		£20,000	£0	£0	£20,000	£5,388	(£388)	£15,000	£0	

Electoral Services

Rowledge Electoral Review	K1550					601				
Total Electoral Services		£0	£0	£0	£0	£601	£0	£0	£0	

Community Partnership Fund

Hambledon Football Club	K2026			9,000	9,000	9,000				
Total Community Partnership Fund		£0	£0	£9,000	£9,000	£9,000	£0	£0	£0	

Capital Outturn 2012/2013
Housing Revenue Account

HRA Capital Out turn 2012-13

24/05/2013

PROJECT TITLE	OUT TURN	Budget Remaining	Final Agreed Budget	Year End Savings	Year End Slippage	6 OUT TURN REMARKS
DHS WORKS						
Kitchens (Mears)	1,533,567	(114,847)	1,418,720		182,208	The expenditure is greater than the budget in kitchens and bathrooms as the overhead and profit (O&P) (£360,000) is separated out in the contract, but is included in the invoice cost on the ledger. When the O&P is added into the figures both kitchens and bathroom expenditure are within budget. The underspend in Decent Home expenditure has been netted against the slight overspends and the net remaining £182,208 is requested to be carried forward for use in kitchen replacements due to higher levels of works required in the replacement kitchens.
Bathrooms (Mears)	1,023,147	(125,867)	897,280			See Kitchens
Heating (Mears & CHS)	1,213,316	(60,816)	1,152,500			The original programme has been completed plus a high number of void properties which has resulted in a slight overspend.
Windows (Dorwin)	477,590	0	477,590			
Doors (Dorwin)	238,910	0	238,910			
Rewiring (T Brown)	338,746	8,254	347,000			
Roofs (Mears)	721,987	29,013	751,000			The planned roof programme has been completed slightly under budget.
Walls/Chimneys and Other (Mears)	145,029	86,471	231,500			Inspections have shown less work was required than initially thought from the original list hence the slight underspend
Overhead and profit (Mears)	0	360,000	360,000			
Total BacklogDH funding	5,692,292	182,208	5,874,500	0	182,208	
OTHER CAPITAL WORKS						
Fire Safety Upgrades	17,173	12,827	30,000	12,827		
Door Upgrades (Dorwin)	252,984	140,988	393,972		140,988	The identified work has been achieved and below budget. £404,000 of work was transferred to Decent Homes grant work. Due to the additional funding through the Decent Homes grant the underspend is requested to be carried forward.
Window Upgrades (Dorwin)	418,306	341,646	759,952		341,646	As above
Sheltered Main Entrance Door Renewal	15,572	14,428	30,000	14,428		The Sheltered doors have been procured for less than estimated, producing a saving.
Soffit / Facia and Gutter Replacement	161,634	(6,634)	155,000	(6,634)		
Asbestos Removal (Aspect)	138,423	(2,423)	136,000	(2,423)		
Water Supply	23,804	11,196	35,000	11,196		The initial work has been completed by WBC, Thames Water will schedule in the work to complete in 2013-14. The remaining work will be funded from the 2013-14 budget allocations.
Aids and Adaptations	445,900	4,100	450,000	4,100		
Warden Call System 1104K6100CS	149,696	304	150,000	304		
Garage Works	22,178	4,072	26,250	4,072		
Structural Works/Major Void	878,229	141,771	1,020,000		141,771	An unexpectedly high number of void properties received in the February/ March period. Report submitted and awaiting approval. The un-spent budget is requested to be carried forward to fund the repairs on these properties.
Energy Efficiency Initiatives (air source heat pumps)	24,154	35,846	60,000		35,846	Grant funding received which has reduced the cost to WBC. The un-spent budget is requested to be carried forward to be spent on other energy efficient projects in 2013-14
Dwelling enlargement (Walker)	169,451	549	170,000	549		
Sound Insulation	29,747	253	30,000	253		
Lift Upgrading	21,009	16,291	37,300		16,291	The lift work is proceeding on the Sheltered schemes. The underspend is requested to be carried forward into 2013-14 for spend on the remaining schemes.
Professional Fees	156,526	43,474	200,000	43,474		
Salary Allocations	471,110	(71,110)	400,000	(71,110)		Increased cost due to additional staff requirements required to ensure Decent Homes is achieved and the increased capital programme of work.
Total 'Other' Capital Spend	3,395,896	687,578	4,083,474	11,037	676,542	
Revenue Start-Up costs of Affordable Housing	108,968					
Total Project Expenditure	£9,197,156	£869,786	£9,957,974	£11,037	£858,750	

Total out turn, slippage and savings

APPENDIX B.3

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 04/06/2013

Title:

MANAGEMENT OF VOIDS

[Portfolio Holder: Cllr Keith Webster]

[Wards Affected: All]

Summary and purpose:

This report seeks additional resources to review the business process for voids and align the IT system to deliver an improved service.

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

An effective void process supports the Council's Corporate Priority of 'Affordable Housing'.

Financial Implications:

The £33k can be vired from the 2012/13 underspend on HRA revenue and cross reference to the Outturn report on the same agenda which shows a net underspend, after carry forwards, of £129k.

Legal and Procurement Implications:

This report seeks Executive approval to appoint Navigation Partners to provide consultancy services at a specific cost of £33,000 by a waiver of Contract Procedure Rules. CPR 6.6 requires that a minimum of three separate quotations be sought. However, Navigation Partners have already completed a free of charge review of the Housing Service, upon which their new costed proposal is based, and this will enable them to deliver financial and business benefits more efficiently than if the process were to be started again by inviting competitive bids. In this case it is considered that there is adequate and appropriate reason for awarding a contract without competition.

Introduction

1. The Housing Service is currently experiencing a number of challenges with the void and letting process of homes. Following a high profile complaint, which brought significant media attention, a review of the process was carried out and a number of issues have been identified:

- Tenant satisfaction is low on a significant proportion of re-let properties

- The time taken to re-let a property is substantial: average 40 days. The target is 20 days.
 - There is a lack of clarity on the responsibilities or handovers between the multiple teams that carry out the void and letting process. This is frustrating for the team members.
 - The monitoring data for the process resides on different systems and spreadsheets, although the Service has a system, Orchard, which if configured correctly could manage the whole process, end to end. It is near impossible to performance manage the process.
 - Dealing with complaints is time consuming and costly because information is not in one place.
 - Not utilising the Orchard system has prevented the Service from moving forward with a number of key projects (i.e. Civica workflow)
2. To deliver a quality service to our customers there is a need to: align the void business processes and IT system, clarify the teams' roles and responsibilities and provide the necessary training to staff.

The Proposal

3. The Housing Service currently does not have the skills or available resources in-house to complete a project of this nature. We recently approached an organisation (Navigation Partners) that had completed a free of charge review of the Housing Service processes two years ago. They completed a quick review of their original findings on the void process and provided a report on the current issues and the actions that would be required.
4. The timescale for the project to deliver the recommended actions would be 10 weeks and would include the termination and re-let process. Navigation Partners made a presentation to the Corporate Management Team. CMT asked that the proposal included the development of the Housing Service staff to enable them to have the skills to carry out similar projects in the future. A detailed proposal for a fixed price contract was received for the work of £33,000.

Outputs of the Ten Week Project With Timescales

5. The specific outputs to be delivered as part of this proposal are detailed in the table below.

Deliverable	Format	Week
Detailed project plan	Excel Plan or MS project if used	1
Business case if required	Word and Excel	1
Communications: including weekly status reports and newsletters	Word	1
Training plan	Excel Plan	1
Detailed processes (for all business processes)	PowerPoint / PDF	1

Letters, checklists etc.	Word	1
Business rules and ownership all processes	Word report	2
Data models	Word / Orchard tables	2
System configuration	System input and documented	2
Full training documents for each process <ul style="list-style-type: none"> ▪ Ownership of the process ▪ Version control ▪ Business rules and process volumes ▪ Process diagram ▪ All process steps (system and manual) including screen layout and actions required ▪ Copy of all system reports ▪ Copy of all system letters 	Single word document for each process	3 1 8
Training delivery <ul style="list-style-type: none"> ▪ Delivery of training to each team <ul style="list-style-type: none"> - Housing - Maintenance ▪ Senior manager overview 	<ul style="list-style-type: none"> ▪ Face-to-face training with computers and training manuals ▪ Activity testing to establish competency 	9
Business requirement document for any system changes required <ul style="list-style-type: none"> ▪ System rules and triggers ▪ Business requirements ▪ Data models for the system 	Word and excel documents for each process	10
Closure report	Word	10
Handover Document	Word	10

The Resources Navigation Partners intent to deploy

6. The two Navigation Partners will lead on the process mapping, the reconfiguration of Orchard, the production of the manuals and the training of staff. They will call on a programmer if and when required.

Benefits of the Project

7. There are a number of clear financial and business benefits to completing this project. The table below provides an overview of some of the potential savings:

Area	Detail	Benefit p.a.
Increased revenue through rent	Assuming a minimum of £100 rent per week and 9 voids per week if we reduced the timeline to 20 days we would increase rent revenue per year	£187,200
Repair after voids	Work is carried out after the void is completed and the void is not tracked if 50% of the voids result in further work and repairs even if only £100	£23,400
Orchard system	Currently Orchard (IT consultants) are being called in at £1,000 a day to try to resolve areas of the system and even if this only amounts to 10 day with no clear requirements the money is lost	£10,000
Time spent dealing with complaints	The last high-level complaint took two months and included the Head of Housing Operations involvement, the cost of even a few of these a year is difficult to calculate in the time taken to find data	Unknown loss of days

8. In addition to these financial benefits the project would also deliver:
- Improvements to our tenants' (often first) impression of Waverley Borough Council
 - Increase employees' productivity and satisfaction by providing clarity of their responsibilities
 - Reduce the amount of "manual" work completed during the process
 - Reduce the number of complaints

Future Projects

9. The other customer-facing processes in the Housing Service, such as responsive repairs, will need a review similar to the one proposed for the void process. The Housing Service staff have fatigue from the amount of change they have experienced and therefore the proposal is to make one change (to the void process) that is significant and which ensures it is carried out well and use it to build motivation to continue onto the next process review. To deliver future customer-facing processes it is recommended that Officers undertake a tendering process to procure the necessary expertise.

Recommendation

It is recommended that

1. a waiver of Contract Procedure Rule 6.6 be approved and Navigation Partners be appointed to undertake a review of the voids process and project manage the implementation of the new process, including aligning the Orchard Housing Management IT system to it; and

2. officers undertake a tendering process to procure the necessary expertise to carry out reviews of other Housing Service customer-facing processes in the future.

Background Papers

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

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APPENDIX C

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 04/06/2013

Title:

GARDEN WASTE SERVICE

[Portfolio Holder: Cllr Brian Adams]

[Wards Affected: All]

Summary and purpose:

The Council currently operates a sack-based subscription service for garden waste. This is increasingly becoming an outdated way of delivering the service, and this fact, combined with the comparatively high subscription charges, is thought to be responsible for the relatively low garden waste participation numbers in Waverley at this time.

Detailed market research has now been carried out to test a range of assumptions made whilst shaping a proposed redesign of the service. This report provides an analysis of the findings and seeks approval to proceed with a new service model.

Recent comments and suggestions from Community Overview & Scrutiny Committee have been modelled financially and a reduced bin charge is now being recommended as a consequence.

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

This report relates to the Council's **Value for Money** priority by proposing a new approach to delivering the kerbside garden waste subscription service which is both better value for money and more customer-focused than the current service.

It also relates to the Council's **Environment** priority by building on the success of the new waste and recycling service and further improving recycling rates in the borough.

Finally, the report relates to the **Understanding Our Residents' Needs** priority, as the proposals being made closely reflect the findings from recent consultations with residents.

Financial Implications:

The current garden waste service is being subsidised by approximately £40,000 per annum. A target saving of £35,000 per annum from 2014/15 onwards was identified as part of the 2012 Star Chamber process in anticipation of a revised approach to garden waste collections being implemented during 2013/14

Detailed financial modelling shows that the proposed change to a wheelie-bin based system, with a reduced subscription charge, should increase take-up of the service,

improve current garden waste recycling performance and significantly reduce the cost of the service - potentially to break-even point (it should be noted that, whilst Councils are allowed to charge for the provision of a garden waste service, they are not permitted to make a surplus from the operation of the service).

Any such service will require some initial one-off capital investment in purchase, storage and distribution of wheeled bins, and promotion of the scheme. This cost is detailed in the draft Capital bid at [Annexe 3](#). A 'New Initiatives' grant of £31,000 from the Surrey Waste Partnership is available to part-fund this project should Members agree to these proposals; and it is felt that there is scope to utilise some of the remaining LPSA Performance Reward Grant Allocation (obtained in 2009 and 2010 for meeting targets on minimising non-biodegradable waste going to landfill, and of which there is approximately £128,000 remaining) to further assist with the mobilisation cost of this project.

Legal Implications:

There are no direct legal implications associated with this report. However, a revision to the garden waste collection service element of the main waste management contract with Veolia would be required if the recommendations set out in this report are approved. A variation of the contract would be possible within the contract's existing terms and conditions, and experience over the past two years has shown that variations to the service can be achieved with support from Veolia.

Introduction

1. The future of Waverley's garden waste collection service was debated at Community Overview & Scrutiny Committee in November 2012. At that meeting, the challenges associated with the current service were discussed in detail and a proposal was considered involving a move towards the introduction of wheeled bins for collection, alongside the implementation of a lower annual subscription charge.
2. Following that meeting officers undertook to carry out further research in order to:
 - i. Test locally the assumption that residents would be in favour of moving from sacks to wheeled bins for collection of garden waste;
 - ii. Establish current barriers to participation in the service;
 - iii. Better understand the impact of the current charging regime on take-up;
 - iv. Verify the likely number of subscribers based on a wheeled bin service with a reduced annual charge, and;
 - v. Identify the potential financial exposure should the modelled assumptions prove to be overly optimistic.
3. This work has now been carried out and the findings are set out in this report.

Consultation

4. In order to achieve this more detailed understanding, a number of consultation exercises have now been carried out, as detailed In [Annexe 1](#).

Service Modelling and Sensitivity Analysis

5. Building upon the emerging conclusions from the consultation exercises, Officers then carried out further work looking at the experience of others (specifically across the Surrey Waste Partnership) in order to help to test the emerging model of:
 - i. A wheelie-bin based subscription service
 - ii. A reduction in annual charge to £40 per bin
 - iii. A requirement on the customer to purchase the bin at cost (£20)
 - iv. The cessation of income-related subsidies
 - v. The continuation of the free Saturday service at Godalming and Haslemere

6. Work has also been carried out to test assumptions made during the cost-modelling process (particularly the anticipated level of take-up, and the cost of gate fees) to better identify the level of risk associated with an alternative service model. The conclusions of this work are set out at [Annexe 2](#).

Community Overview & Scrutiny Committee

7. The Consultation findings, the results of the service-modelling exercise, and the emerging conclusions were presented for consideration and comment to Corporate Overview & Scrutiny Committee on 24 April 2013, and the committee made the following observations:
 - i. The Committee was concerned that the report was being overly confident in taking the proposals forward as there was only a small amount of feedback obtained from the surveys with residents.
 - ii. The Committee was concerned that the proposals were being built around price and could end up costing residents more. This could, therefore, deter future take up.
 - iii. The Committee was not clear about the costing and whether these were accurate estimates when the participation rates were unknown and possibly over confident.
 - iv. Some Members did not feel residents would want to keep a further bin by their house, particularly those where space was minimal, and that using sacks was much easier and preferred.
 - v. Some Members felt that the bins should be provided free of charge to residents to encourage take up of the service. If not for all, then at least to support the elderly and tenants.
 - vi. The Committee asked if officers could look into a way of offering both a bin and sack service so residents could make a choice on how they collected their garden waste.
 - vii. There was concern about the charging for the service, especially for those that would need more than one bin, and felt that more consideration should be given to the pricing for the delivery of the service.

8. As a result of these comments Officers have now carried out further work testing the assumptions made to provide as much confidence as possible, and modelling further scenarios- particularly around the issue of how much to charge (if at all) for the initial purchase of a wheeled bin. A table, providing a detailed response to each of these comments in turn, is to be found at Annexe 4 of this report.
9. From this work it has become clear that, if the reasonable assumption is made that take-up of the new service is marginally higher if the initial charge is lower, and higher still if the bin is provided free of charge, the five-year business case for a £10 initial charge (whilst not as compelling as that for a £20 initial charge) can still be made, with the service paying for itself within three years. The detailed workings behind this are shown in Annexe 3. In light of the feedback and observations from Community Overview & Scrutiny Committee, it is this approach that is now being proposed.
10. In summary- in respect of the other comments:-
 - a. Members of the Committee were assured that many similar levels of participation could be demonstrated by empirical data from other boroughs & districts, both in Surrey and further afield;
 - b. Whilst, for the reasons set out in Annexe 4, a combined bin and sack service is not practical, sacks can still be used in the garden and emptied into the wheelie-bins;
 - c. The proposed pricing structure is constrained by the need to cover for the provision of the free Saturday 'bring' service and the need to provide for the purchase of bins not covered by the grant from SWP.

Project Plan and Communications Plan

11. If the proposals contained within this report are approved, a project plan will be developed setting out how this project will be implemented in time for an April 2014 launch date. This spring launch will ensure that the largest possible number of existing and new customers are captured at the earliest opportunity.
12. It will also clearly be necessary, alongside a detailed capital bid and project plan, to develop a communications plan to ensure the service re-launch is as successful as possible, both in terms of retaining existing and attracting new customers.
13. From the customer feedback received to date, it is reasonable to assume that the proposals for a wheeled-bin service at a lower subscription charge would be widely considered a 'good news' story. Essentially, we will be providing an improved service at a lower charge, whilst increasing the volume of garden waste we compost and moving the service to a cost-neutral position.
14. In terms of key messages, the impact on individuals would be:
 - a. For existing customers paying £60 for four sacks, they would have the option of reducing their capacity from 360 litres (4 x 90 litre sacks) to a

single 240 litre bin, or increasing it to two 240 litre bins (480 litres). If they opted for a single bin, there would be a £10 drop in price in year one (£10 one-off bin charge plus £40 annual subscription), with a 30% reduction in costs thereafter. However, if they elected to take two bins (for which they would need to pay the necessary charges), they would encounter a year one cost of £100 (2 x £10 one off charge + 2 x £40 subscription charge), followed by an ongoing annual cost of £80. They would however benefit from an additional 120 litres of capacity on an ongoing basis.

- b. Those currently taking two sacks at a cost of £50 will experience no change in costs in year one before they experience an annual saving thereafter of £10, and they will benefit from an additional 60 litres of storage capacity. Their cost per collection will drop from £2.00 to £1.60.
 - c. Assuming the decision is made to cease income-related subsidies for the service, existing customers currently benefiting from them will experience an uplift in their annual subscription charges of either £10 or £20 depending on how many sacks they currently have- as well as being required to pay the initial charge for a bin. However, it should be remembered that this is the first uplift for four years, and is for a much improved and more customer-friendly service. This change equates to an increase, per collection, of either 40 or 80p.
15. It is intended that a detailed communications plan, taking into account these key messages, would be developed for approval once a decision is made to proceed with the proposed changes to the service.

Conclusion

15. It is clear from the consultation feedback set out in Annexe 1 that the majority of existing and potential customers would prefer wheeled bins over sacks, and that there is considerable potential to attract new customers with a decrease in the subscription rate. Although some existing customers will experience an increase in costs if this new approach is implemented, the majority will find that they are paying the same, or less for a much improved service.
16. Research and the experience of others tells us that the imposition of an initial one-off charge for a bin, and the cessation of income-related subsidies would have little impact on participation levels; and modelling and feedback suggests that the most appropriate initial charge would be £10 per bin which, whilst not covering the capital cost, will generate sufficient additional business to pay for itself in three years.
17. Detailed modelling suggests that a wheeled-bin scheme at an annual charge of £40 would attract between 4,000 and 10,000 customers in Waverley- an increase of between 30% and 300% on current numbers- which in turn would improve considerably- and in the best case nearly double- the Council's current garden waste recycling performance.
18. Financial modelling demonstrates that, even at the lower end of the spectrum of participation, the scheme would result in an improvement on current costs of approximately £20,000 per annum.

Recommendation

It is recommended that the Executive:

1. asks officers to proceed with the implementation of a revised garden waste service, as follows:
 - i. A wheelie-bin based subscription service
 - ii. A reduction in annual charge to £40 per bin
 - iii. A requirement on the customer to purchase the bin at a cost of £10
 - iv. The cessation of income-related subsidies
 - v. The continuation of the free Saturday service at Godalming and Haslemere; and
2. agrees to the allocation of capital funds as set out in the Capital Bid Form at Annexe 3 to enable the project to proceed, with a view to commencing the new service in April 2014.

Background Papers

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

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Annexe 1- Summary of Consultation findings

Website survey and Citizen's Panel

1. A survey was published on 16 January and was promoted on the website for 3 weeks. The Citizen's Panel were also emailed the link to this survey to invite them to give their views.
2. By using the website and Citizen's Panel the aim was to capture responses both from residents who use the service and to identify barriers to those residents who don't currently subscribe.
3. Throughout the three week promotion of the survey, nearly 500 residents responded. A summary of the key findings is set out in the following table:

Question	Response
What is the main method you use to deal with your garden waste?	The largest proportion of respondents (34.6%) mainly dealt with their garden waste by taking it to SCC's Community Recycling Centres sites. 30% composted and 20.7% subscribed to the garden waste collection service. A number of respondents (74) chose 'other' as an option, with most of those (66) using a combination of methods (CRC sites, Saturday morning bring-sites, composting, subscription service).
Existing customers- If you had a choice what would be your preferred method of collection?	A significant majority of existing customers (71.2%) opted for wheeled bins as their preferred method of collection.
Would you be willing to pay a modest initial charge for a wheeled bin?	The greater proportion of respondents (52.8%) replied that they would be prepared to pay a modest initial charge for a wheeled bin should Waverley modify the service-
Non customers- what is your reason for not subscribing to the service?	The highest proportion of respondents selected price as their reason for not currently subscribing to the service (36.8%). A further 28.9% said that they composted their own waste. 'Other' responses included 'inflexibility of collection frequency' (19 responses), 'too much garden waste for the bags' (17 responses).
Were you aware that we offer a door-to-door collection service for garden waste?	86% of respondents were aware of that Waverley offered a garden waste collection subscription service.
Non-customers- If you were to subscribe to the service, which would be your	Over 77% of non-customers said that they would prefer a wheeled bin as a collection method rather than bags.

preferred method of collection?	
If we were able to reduce the subscription rate, would you be more likely to subscribe to the service?	The majority of respondents (over 58%) felt that they would be more inclined to subscribe to the collection service should the price be lowered to £40 per year per bin.

Consultation with Saturday bring site users

4. The Saturday bring site service (which is operated on a weekly basis throughout the year in Haslemere and Godalming) is free of charge, and could be considered to be operating in competition with the subscription service. It was therefore considered important to understand which group of residents are using the service, why they use it, and whether there are factors that may persuade these residents to use the kerbside service in future. Research was carried out at both sites across two weekends in February 2013 and the findings are as follows:

Question	Response
Is the service user a Waverley resident?	Of the 125 responses only 10 were not Waverley residents
How often do you use the garden waste Saturday service?	The majority of respondents stated that they used the service weekly (41.4%), followed by twice yearly or less (36.2%), then monthly (15.5%).
Do they subscribe to the kerbside garden waste service?	Only 6 respondents of the 115 Waverley residents subscribe to the green waste kerbside service (5.2%).
Would lower subscription fees of £40 incentivise them to use the kerbside service?	23 respondents stated that lower subscription rates would persuade them to use the kerbside service. This equates to just under 20% of those interviewed.
Would they prefer a wheeled bin for collection?	Of the 29 respondents who currently subscribe or potentially would subscribe, 27 (93%) would prefer a wheeled bin and only 2 (7%) stated that they would prefer to stay on sacks.
Would they be prepared to pay for a wheeled bin?	Of the 27 respondents who stated they would prefer a wheeled bin, 23 (85%) would be prepared to pay an initial charge for a wheeled bin.

Consultation with the Faith Forum

5. To complete the picture, a team member attended a recent Faith Forum meeting to discuss recycling in general and answer any questions. The subject of garden waste was discussed and when asked there was a resounding response in favour of a wheeled bin collection scheme.

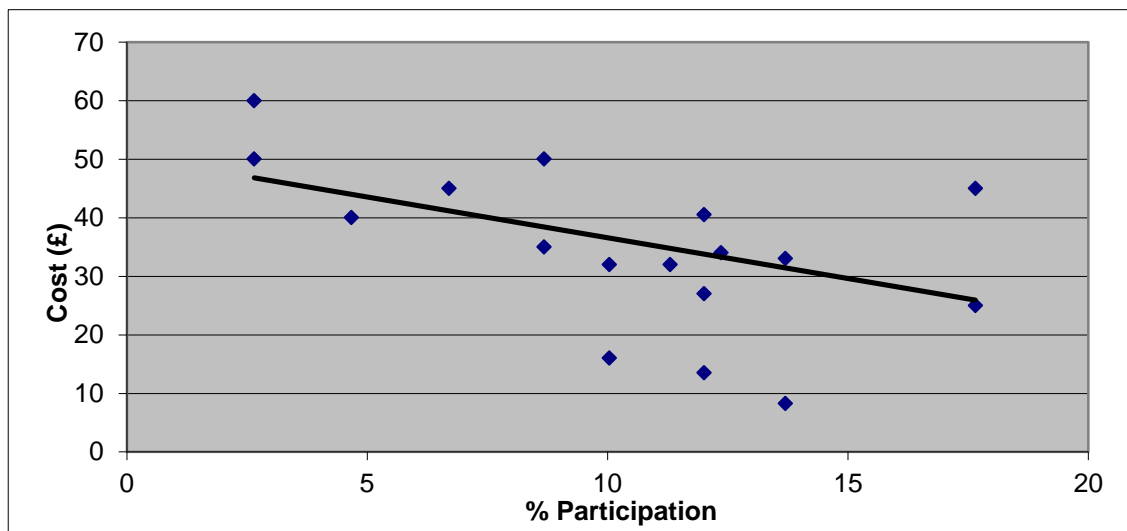
Conclusions from consultation

6. The information gained from these consultation exercises enables us to draw a number of clear conclusions, as follows:
 - i. Wheeled bins are widely favoured over the current sack-based system as a collection method.
 - ii. There is latent demand for the service, and the highest proportion of potential customers cite the current price as their reason for not subscribing.
 - iii. A lower subscription rate of £40 per annum per bin is very likely to attract more customers.
 - iv. The majority of respondents would be prepared to pay an initial charge for their wheeled bin.
 - v. Given the way in which the Saturday service is used, it appears to attract a different client base with different needs (most saying they used it either weekly, or twice-yearly or less), which could not easily be accommodated by a fortnightly subscription service.

Annexe 2- Service Modelling and Sensitivity Analysis

The experience of other Surrey Authorities

1. Specific research was carried out in 2010 by the Surrey Waste Partnership into the correlation between the subscription rates charged by Surrey authorities and the number of customers they attracted. It was found (perhaps not surprisingly) that there is a strong pattern of higher charges equating to lower participation, with Waverley being the most extreme example of this. The graph below sets these findings out.
2. It would be reasonable to conclude based on this information that if Waverley's subscription rate were to be reduced to £40 there is potential to attract between 4,000 -10,000 subscribers.



3. A further element of this research project looked at whether the imposition of a one-off initial charge for a wheeled bin had any impact on participation in a scheme. This work found that currently only two Surrey authorities (Runnymede and Elmbridge) make an initial charge for bins (of £34 and £39 respectively) but that, based on the available data, there was no correlation between making a charge for wheeled bins and the level of take up for the scheme. Both have participation rates that compare favourably with those of other Surrey authorities.
4. Finally, the issue of income-related subsidies was considered. Research confirms that six of the eleven boroughs and districts in Surrey currently offer no concession at all for garden waste services. Waverley is therefore in the minority in Surrey in offering a reduced rate for those on income-related benefits. Furthermore, there appears to be no correlation between level of take-up and the offer of a subsidised rate. Having said that, it is of course important to look at the potential impact of the proposed change in approach on existing customers currently enjoying a subsidy and to consider how we might manage the transition towards a uniform charge across all customers.

Potential financial exposure- Sensitivity Analysis

5. There is of course a risk associated with making assumptions based on this Surrey-wide data, as a wide range of factors could have an impact on participation levels and the operating costs for the service.
6. In order to provide some reassurance on this issue, the table overleaf shows the potential financial impact (taking into account operating costs, gate fees, subscription income and recycling credits) if subscription rates vary within the anticipated envelope of between 4,000 and 10,000.

Projected Participation	Net Cost (-) /surplus to WBC
4,000	-£19,300
5,000	-£12,000
7,000	-£2,600
8,500	£13,500
10,000	£24,000

7. A further potential variable is the cost of gate fees for disposing of the garden waste collected. The following table assumes a customer base of 7,000, but explores the impact of a change in 'gate fee' of + or - £10 from the current £33 per tonne:

Projected Participation	Gate fee/ tonne	Net cost (-)/ surplus to WBC
7,000	£23	£25,000
7,000	£33	-£2,600
7,000	£43	-£31,000

8. Clearly, the impact of a £10-per-tonne movement in gate fees in either direction is significant and needs to be borne in mind when embarking on any new service- however, it also needs to be remembered that any such changes would apply whether or not the service changed- and the risks associated with this exposure simply need to be managed through sound negotiation and contract management.

Annexe 3- Cost Modelling & Capital Project Justification Form

Based on latest Veolia Offer of £143,000 for the first 3,500 customers; a charge of £39 per bin above this threshold for between 3,500-7,000 bins; and a charge of £38 per bin above this threshold for over 7,000 customers

Based on gate fees of £33/tonne and Recycling credits of £52.31 per tonne

Table 1- Modelled examples based on subscription rate & level of subsidy (with different initial charges for bin of £0, £10 and £20)

	Subscription Rate		Projected Participation			Income from subscription charges	Veolia charge/hh	Total Saturday Service Charge	Total Contract cost to WBC	Projected cost of Gate Fees	Projected income from recycling credits	Net Cost/saving (-) to WBC	Tonnage of GW from kerbside (275kg/hh/yr)	Tonnage of GW from Saturday service	Approx% GW recycling
	Full	Subsidised	Total	Full	Subsidised										
Current Service	50	25	3,000	2250	750	£131,250	£56	35,000	£203,000	£53,625.00	£85,003.75	£40,371.25	825	800	3
Sat Service Continues; no subsidy offered; bin(s) charged at £20 each	40	40	5,500	5,500	0	£220,000	£39	£35,000	£256,000	£76,312.50	£120,966.88	-£8,654.38	1512.5	800	5
Sat Service Continues; no subsidy offered; £10 bin(s) provided	40	40	6,000	6,000	0	£240,000	£39	£35,000	£275,500	£80,850.00	£128,159.50	-£11,809.50	1650	800	5

Sat Service Continues; no subsidy offered; free bin(s) provided	40	40	6,875	6,875	0	£275,000	£39	£35,000	£309,625	£88,790.63	£140,746.59	-£17,330.97	1890.625	800	5
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Table 2- Capital costs of roll-out based on highlighted scenarios

	No bins required	unit cost of bins	Total cost of bins	Total cost of storage	Cost to offload bins at site	Distribution of bins	Communi-cations	Total cost	Customer recharge for bin	SWP "New Initiatives" Grant	Net Capital cost	Five-year effect of income from service	Five-year cost of capital & revenue
£20 Customer charge for bins	5,500	£16	£88,000	£6,000	£2,000	£10,000	£10,000	£116,000	£110,000	-£31,000	-£25,000	£43,271.88	-£68,271.88
£10 Customer Charge for bins	6,000	£16	£96,000	£6,000	£2,000	£11,000	£10,000	£125,000	-£60,000	-£31,000	£34,000	£59,047.50	-£25,047.50
Free bins	6,875	£16	£110,000	£6,000	£2,000	£12,000	£10,000	£140,000	£0	-£31,000	£109,000	£86,654.84	£22,345.16

Project Justification Form

Project: Garden Waste Subscription Service- Redesign

Service: Environmental Services

Officer Responsible for Project: Rob Anderton/ Jennifer Carson

Identification of Need:

Approximately 11% of the residual waste stream in Waverley is garden/ green waste. This is the highest figure in Surrey.

The recent redesign of the core waste/ recycling service Waverley has had a significant impact on recycling rates; however, the improvements in recycling tonnages do not appear to have been matched by a reduction in 'residual' waste tonnages- meaning a net increase in overall waste being collected in Waverley. This could conceivably be, at least in part, down to an increase in garden waste in the residual bin as a consequence of the increased capacity at the kerbside.

The current contract charge from Veolia for garden waste collection is £56 per customer, and this necessitates a high recharge to the customer. At £50 per annum for 2 sacks and £60 for 4 sacks, Waverley currently has the highest annual garden waste subscription rates in Surrey, and uses a 'sack' system rather than 240L wheeled bins; both of which are considered to have a significant impact on the uptake of the service according to a 2010 WYG Garden Waste study.

As a consequence, WBC currently has only 3,100 garden waste subscribers (which equates to 6% of the population), compared with an average of approximately 20% across Surrey.

In addition to this, Waverley currently offers a free Saturday 'bring' service for garden waste in two of its centres of population. This, combined with the current subsidy afforded to the kerbside service costs the Waverley tax payer approximately £40,000 per annum.

Having now provided an opportunity to recycle card, plastics and food at the kerbside following the roll-out of the new kerbside collection service, garden waste is the next significant hurdle to overcome.

This project is intended to address the issue of garden waste in the residual waste stream and move towards a position which is increasingly being recognised as best practice across the county, by providing a wheelie-bin based service, with a more attractive subscription rate of £40. It will also achieve a 'break even' position for WBC due to the reduced 'per customer' rates negotiated with Veolia. Initially, the contribution to recycling rates from the revised garden waste service is expected to reach about 5%, which is 2% better than at present.

Demonstrate how this scheme would help achieve the Corporate Strategy objectives:

Environment: The aim to increase recycling to more than 60% by 2015 by allowing residents to recycle a wider range of materials more easily.

Cross Reference to Service Plan:

Service Plan 2013/14- Target ES 1.3: Develop proposals for a redesigned and improved Garden Waste subscription service.

New model developed and agreed resulting in higher level of customer participation in the service; improved customer satisfaction with the scheme; reduction in amount of green waste sent to landfill; and a break-even position.

Progress to date (including position regarding planning permission):

- Detailed modelling of different scenarios carried out
- Revised 'per customer' priced obtained from Veolia ES
- Part-funding secured from the SWP 'New Initiatives Fund'
- Quotes obtained for wheelie bins
- Consultation carried out with existing users and Citizens Panel
- Revised scheme developed and presented to Community O&S for comment

Will the Corporate Project Management Toolkit be used? Yes / No

If no, how will the project be managed?

Yes

Key Project target dates and milestones:

See attached draft project plan

Capital cost (across years):

	Year 1 £	Year 2 £	Year 3 £	Total £
Land				
Contract Costs				
Fees				
Vehicles, Plant and Equipment- Purchase of bins (6,000 @ £16 each)	96,000			96,000
Contingency				
Other (specify) -				
Bin Storage for 6 weeks	6,000			6,000
Offloading bins at storage site	2,000			2,000
Distribution of bins	11,000			11,000
Communications	10,000			10,000
Total Capital Cost	125,000			125,000

How capital cost will be funded:

	Year 1 £	Year 2 £	Year 3 £	Total £
WBC Capital (potentially LPSA funds?) S106	33,307			
External Funding (specify) – <i>Sale of bins to customers @ £10 per bin</i>	60,000*			
SWP New Initiatives Funding	31,693			
Total Funding	125,000			

*Assumes all 6,000 bins are sold in year 1

Ongoing Revenue Cost and/or savings (Invest to Save):

	Year 1 £	Year 2 £	Year 3 £	Total £
Staffing	0	0	0	0
Other costs (specify) -				
Contract cost to WBC assuming 6,000 subscribers	275,500	275,500	275,500	826,500
Gate fees based on the above	80,850	80,850	80,850	242,550
Total Revenue Costs	356,350	356,350	356,350	1,069,050
Less				
Revenue income-				
Subscription Charges	240,000	240,000	240,000	720,000
Recycling Credits	128,000	128,000	128,000	384,000
Estimated annual revenue effect	-11,650	-11,650	-11,650	-34,950

*NB- Waste Collection Authorities are not legally permitted to make money from operating a garden waste subscription service

Return on Capital and Payback (if appropriate):

	£		
Forecast Returns		Return on Capital	%
Capital Cost			
Forecast Savings		Payback	Years

Identify any efficiency gains resulting from the project:

The new scheme will be cheaper to operate and attract more customers (and therefore greater garden waste tonnage). As a consequence, it will move the service from a position where it costs approximately £40k per annum to operate, to a position where it breaks even.

Identify any risks which may effect the project:

Risk	Impact	Probability	Level	Mitigation
	1 (low) to 5 (high)	1 (low) to 5 (high)	Impact x probability	

<i>Bin deliveries do not arrive from manufacturer in time</i>	4	1	4	<i>Ensure regular meetings to ensure project is on track.</i>
<i>Bin deliveries are not made accurately by contractor to residents who are subscribed</i>	4	2	8	<i>Ensure delivery lists are accurate and access to maps etc</i>
<i>Negative publicity about requirement to purchase initial bin</i>	2	3	6	<i>Target publicity to emphasise that this is a one off (and promotional) cost</i>
<i>Negative publicity from residents who do not want another wheeled bin</i>	2	2	4	<i>Ensure publicity focuses on benefits of wheeled bins in preference to sacks.</i>
<i>Negative reaction to cessation of free Saturday 'bring' service</i>	2	5	10	<i>Proposals made in the context of the new, improved, cheaper (and subsidised) kerbside service</i>

Environmental Impact, including Carbon Implications:

An improved garden waste service will, it is hoped, attract more customers and consequently reduce the amount of Waverley's garden waste currently being sent to landfill.

Equality impact assessment carried out? No

The proposals being put forward involve the replacement of the current sack-based system with a wheelie bin. Experience of the recent changes to the dry recycling system suggests that this will be a positive change for the elderly and those with mobility problems who may find the current system difficult or impossible to use, but a full Equality Impact Assessment will be carried out prior to any changes being made.

How will the project be procured?

It is proposed that the bins will be procured through the ESPO Framework Contract which was recently used to purchase the commingled recycling bins and is widely recognised as the best procurement route for recycling containers, and the distribution contract will be awarded following a competitive quotation process.

The revised 'per customer' prices from Veolia were obtained as part of the ongoing contract renegotiation process.

Is there scope for sharing/joint work? No.

Completed by: Rob Anderton

Date: 13/05/13

Annexe 4-

Summary of Comments & Observations from Community Overview & Scrutiny Committee

Comment/ Observation	Response
The Committee was concerned that the report was being overly confident in taking the proposals forward as there was only a small amount of feedback obtained from the surveys with residents.	Officers are confident that the proposals in this report arise from a robust research exercise. The market research exercise captured the views of nearly 500 members of the Citizen's Panel (a demographically representative cross-section of our community, representing both users and non-users of the existing service) and a further 125 users of the Saturday service. This residents' feedback was combined with detailed analysis from across Surrey (and Waverley's top 8 CIPFA 'nearest neighbours') to help shape the service proposals contained in this report.
The Committee was concerned that the proposals were being built around price and could end up costing residents more. This could, therefore, deter future take up.	The likely financial impact on existing customers varies depending upon the number of sacks they currently have, and the number of bins they chose to have in future; these scenarios are set out in paragraph 14 of the report, which shows that in most cases, customers will be paying less for a better service and, where they are paying marginally more, they will benefit from greater capacity.
The Committee was not clear about the costing and whether these were accurate estimates when the participation rates were unknown and possibly over confident.	As above, the assumptions about likely participation were based on detailed analysis of information regarding other similar schemes charging a range of subscription rates- both across Surrey and further afield. The participation numbers used in the models contained in this report are extremely conservative and Officers are confident about achieving the projected level of take-up.
Some Members did not feel residents would want to keep a further bin by their house, particularly those where space was minimal, and that using sacks was much easier and preferred.	It is acknowledged that some residents will have problems with the move to wheeled bins, but the proposals contained in this report are based on feedback from our residents, which indicates very clearly that a wheeled bin is the preferred container option for over 70% of existing and potential customers.
Some Members felt that the bins should be provided free of charge to residents to encourage take up of the service. If not for all, then at least to support the elderly and tenants.	The Surrey-wide research demonstrated that there was no clear link between an initial charge for a bin and take-up; however, the option of providing a free or cheaper bin has been explored further following O&S, and the modelling exercise has demonstrated that, whilst it is difficult to justify the provision of a free bin, it would be possible to reduce the one-off purchase fee to £10. The recommendations have been amended to incorporate this proposal.
The Committee asked if officers could look into a way of offering both a bin and sack service so	The Health & Safety Executive is keen to encourage Local Authorities away from sack-based schemes due to the 'manual handling' issues associated with sacks.

<p>residents could make a choice on how they collected their garden waste.</p>	<p>They are even more concerned about mixed schemes (where both bins and sacks are provided) as these exacerbate those issues and present further risks to the operatives associated with the 'lifting gear' on the rear of the refuse vehicle. It is therefore strongly recommended that a 'mixed' scheme is avoided. However, customers who wish to retain their sacks for use in the garden would be welcome to do so.</p>
<p>There was concern about the charging for the service, especially for those that would need more than one bin, and felt that more consideration should be given to the pricing for the delivery of the service.</p>	<p>A wide range of alternative pricing options have been explored and modelled, but it is clear from these exercises that the £40 charge represents the best value for money for customers (especially if the one-off bin purchase price is reduced), whilst also achieving the stated aim of moving the service to a 'break even' position and improving the Council's recycling performance.</p>

APPENDIX D

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 4TH JUNE 2013

Title:

SURREY WASTE PARTNERSHIP

[Portfolio Holder: Cllr Brian Adams]

[Wards Affected: All]

Summary and purpose:

Waverley Borough Council is one of six Councils in Surrey with contracted-out waste collection services.

The core services offered across these authorities are now broadly aligned; an alternate weekly waste/ recycling service with commingled recycling in a wheeled bin and weekly food waste collection is provided across all six councils.

Through a range of exercises looking at improved joint working, the Surrey Waste Partnership has established that, as a consequence of these changes, an opportunity now exists over the coming years which may offer Waverley an advantage (in financial terms) through entering into a Joint Waste Contract with other like minded authorities.

This has been worked on over recent months by Officers as a major project through the Surrey Waste Partnership, and whereas no binding commitments are needed at this stage, an MoU is considered necessary to work towards the development of a common tender document and management of the tender process.

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

This report relates to the Council's **Value for Money** and **Environment** priorities as it promises to contribute towards the maintenance of a balanced budget in years to come through seeking to establish an innovative new approach to service delivery; as well as helping towards the achievement of a 60% recycling rate across the borough.

Financial Implications:

There are no direct financial implications arising from signing the Memorandum of Understanding. However, the continued involvement will require some financial input from each partner. This will, however, allow joint procurement to be investigated, which may bring subsequent financial benefits. The level of such savings has yet to be quantified.

Legal Implications:

Procurement of a joint waste contract would likely fall within the ambit of European procurement regulations. However, at this stage the entering into of a Memorandum of Understanding does not present any significant legal implications.

Introduction

1. Evidence suggests that considerable financial benefits arise when authorities jointly contract for waste collection services. Initial estimates of savings likely to emerge have been considered from four separate sources, as follows:
 - *iESE Ready Reckoner*: this suggested annual savings arising from all Surrey Contracted-out collection authorities uniting under a joint contract of the order of £2m per annum.
 - *East Sussex*: a recent presentation from East Sussex indicated that the five collection authorities participating in the Joint Waste Contract had attracted annual savings of £3m without addressing further opportunities which would arise from a joint client facility.
 - *East Cheshire and Chester*: again a recent presentation to the Partnership indicated savings of £100m in the next fourteen years achieved by joint working (compulsory in this case because they became a unitary authority in 2009) with half of the former County Council and three districts.
 - *SWP 'Financial Projections' Report by Ricardo-AEA*: SWP recently commissioned a piece of work taking a detailed look at current spend on waste management across the contracted-out authorities in Surrey, and to give a view as to how much could be saved if these operations were procured jointly. This exercise suggests that an annual saving of approximately £1.2m could be expected if the services were procured across all six partners.
2. So far the 'Joint Waste Contract' project has been progressed informally with the support by the Surrey Waste Partnership, with Officer and Member representation from each Council. The project is working on the basis that the new contract would commence in each area at the end of the Council's current contract, meaning that- because of the differing end dates in each area- the arrangements would be phased-in between 2017 and 2019, with Waverley being at the end of this process.

Memorandum of Understanding

3. Should this project progress decisions will be necessary in due course about the sharing of procurement costs, about entering into an Inter-Authority Agreement, and about the apportionment of savings, as well as about setting service standards.
4. For now, however, a simple Memorandum of Understanding has been prepared. This is attached at [Annexe 1](#). This is not a legally-binding agreement but instead charts an understanding of a shared direction and seeks to persuade potential partner authorities to agree and sign-up to this document. A decision is needed about signing this Memorandum of Understanding.

5. The MOU signatories would be expected to work together to consider and propose (for the further consideration by each Council) the terms of a formal Inter-Authority Agreement between the Councils and a Constitution for a Joint Committee to oversee the procurement process. Each Council would then be asked to consider the Agreement and delegate procurement matters to the Committee, which if agreed would become binding for the purpose of obtaining a price for the delivery of a joint contract. A Council would not be bound to accept the outcome of the procurement process.

Conclusion

6. A Joint Waste Contract may represent considerable advantages to Waverley Borough Council, and the Project is certainly worth supporting at this stage. Signing the Memorandum of Understanding, mindful of the status of the document, poses neither threat nor challenge. The direction of travel too is broadly what is to be anticipated, as it is felt that there is unlikely to be much further increase in value to the Council without the economies of scale which arise through being part of a joint arrangement, rather than a single arrangement.
7. However, Members will want to see the fine detail before signing any Inter Authority Agreement, especially about the local client function, local determination, and local democratic input. In large part this can be managed by Officers ensuring the wording of the Inter Authority Agreement represents the mood of this Council.
8. Should a decision be made to continue Waverley's involvement in this project and sign-up to the Memorandum of Understanding, officers will continue to work on the project, and shape the Inter-Authority Agreement with a view to bringing this back for final ratification by Members in the autumn of 2013.

Recommendation

It is recommended that the Executive agrees to the Strategic Director signing the Memorandum of Understanding on behalf of Waverley Borough Council.

Background Papers

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

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**Surrey
Waste
Partnership**

Memorandum of Understanding

**For the Potential Development of a
Joint Waste Collection Contract**

Partners to the Memorandum:

Elmbridge Borough Council
Mole Valley District Council
Surrey Heath Borough Council
Tandridge District Council
Waverley Borough Council
Woking Borough Council
Surrey County Council

1. Partners to the Memorandum

- 1.1. The Partners to the Memorandum are: Elmbridge Borough Council, Mole Valley District Council, Surrey Heath Borough Council, Tandridge District Council, Waverley Borough Council, Woking Borough Council, and Surrey County Council.
- 1.2. The Partners agree to use all reasonable endeavours to comply with the terms and spirit of the Memorandum.
- 1.3. A Partner may withdraw from the Memorandum at any time by informing the other Partners of its withdrawal in writing.
- 1.4. The Memorandum is separate and complementary to the Surrey Waste Partnership Memorandum of Understanding.

2. Purpose & Status of the Memorandum

- 2.1. The purpose of the Memorandum is to:
 - 2.1.1. Agree to the preparation of a draft Inter Authority Agreement that sets out the commitments, processes and decisions required to jointly procure a single contract to deliver waste collection services in the Partners area.
 - 2.1.2. Agree to the preparation of draft constitution and scheme of delegation for a Joint Committee or such other decision making body that is considered necessary to oversee and inform the procurement process.
 - 2.1.3. Set-out in simple, non-legalistic terms, the way in which the Partners shall work together for this purpose.
 - 2.1.4. Set-out the responsibilities of the Partners, jointly and severally, as well as to one another.
- 2.2. Status of the Memorandum
 - 2.2.1. It is not a formal or legally binding agreement.
 - 2.2.2. It does not bind a Partner in any way to enter into an Inter Authority Agreement, to join a Joint Committee or enter any contract whatsoever.
 - 2.2.3. It does not oblige any Partner to undertake expenditure, unless previously agreed by the Partner.
- 2.3. The Memorandum shall remain in place either until the establishment of an Inter Authority Agreement or until such time as it is mutually revoked by the Partners, whichever is sooner.

3. Inter Authority Agreement

- 3.1. The objective of an Inter Authority Agreement will be to set out the terms of the joint working arrangements for the procurement of a waste collection contract. Such terms will include:
 - 3.1.1. The outline service specification of the waste collection contract to be procured.
 - 3.1.2. The procurement strategy, award criteria and milestones.
 - 3.1.3. The Lead Partner and supporting procurement resources and budget.
 - 3.1.4. The basis on which procurement and contract costs will be shared between Partners.
 - 3.1.5. The apportioning of any liabilities.
 - 3.1.6. Contractual matters such as mutual liability, termination, intellectual property, confidentiality, announcements, and freedom of information.

4. Partner Meetings

- 4.1. Partners shall attend meetings for the purposes of the Memorandum, to consider and agree the joint working arrangements and other matters detailed in the Memorandum. Partners shall be represented by their relevant Officer and by their nominated Elected Member at Members' Project Board at these meetings. The Partners shall agree the terms of reference for these meetings, which shall include the appointment of a Chairman for the Member meetings.
- 4.2. The Partners will seek to reach agreement by consensus. Notwithstanding this, when a decision is to be taken by voting each Partner shall have one vote. There will be no casting vote.
- 4.3. Where there is an equality of voting the matter shall then be deferred to a subsequent meeting for further consideration. However, in the event of a dispute, or issue which cannot be resolved, the matter shall be referred to a meeting of Surrey Waste Partnership for resolution.

This Memorandum of Understanding is agreed by the following:

**PARTNER
AUTHORITY**

SIGNED

APPENDIX E

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 4TH JUNE 2013

Title:

LOCAL PLANNING ENFORCEMENT PLAN

[Portfolio Holder: Cllr Bryn Morgan]

[Wards Affected: All]

Summary and purpose:

The purpose of this report is to recommend that the proposed Local Planning Enforcement Plan be adopted by the Council to guide the local approach to enforcement.

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

The Local Planning Enforcement Plan supports the environmental priorities of the Council by setting out how it will seek to protect Waverley from inappropriate and harmful development in a consistent manner in order to protect and enhance the Borough's unique mix of rural and urban communities and the amenities of people who live and work in the Borough.

Financial Implications:

There are no direct financial implications as a result of this report.

Legal Implications:

The Local Planning Enforcement Plan will guide the Council's approach to undertaking planning enforcement in Waverley, and its adoption will assist in ensuring that the Council is able to demonstrate a consistent basis to decisions made in respect of all Planning Enforcement cases.

Background

- 1.1 The National Planning Policy Framework (NPPF), which was published on 27 March 2012, has replaced previous government guidance which was contained within Planning Policy Guidance (PPGs) and Planning Policy Statements (PPSs), including PPG18: Enforcing Planning Control. PPG18 provided local planning authorities with advice and guidance on the overarching principles critical to the enforcement process.
- 1.2 Paragraph 207 of the NPPF has replaced the advice contained within PPG18. It states:

”Effective enforcement is important as a means of maintaining public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. Local planning authorities should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. **This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it is appropriate to do so.**”

- 1.3 In light of the foregoing, there is a need for Waverley to put in place a Local Planning Enforcement Plan to guide the local approach to planning enforcement.
- 1.4 The proposed Plan (attached at Annexe 1 to this report) sets how the Council will respond to individual complaints about breaches of planning control, the process for investigating and recording complaints and the timescales involved. The main principle is that the Council will provide a fair, proportionate and consistent enforcement service to protect the environment of the Borough and the amenities of people who live and work in Waverley. An Equality Impact Assessment has been undertaken in respect of the Plan and it has been concluded that the Plan does not inadvertently impact against the protected characteristic groups.
- 1.5 The risk of not having an adopted enforcement policy is that enforcement action could be open to challenge, particularly in the case of prosecutions or other legal action, on the basis that the Council could be at risk of being unable to document a consistent approach to decision-making in respect of planning enforcement matters.

2. Summary of proposed Local Planning Enforcement Plan

- 2.1 The key points in the Plan are:
 - Defining a proportionate response
 - Identifying priorities for response
 - The process of investigation
 - Monitoring the implementation of planning permissions
 - Enforcement tools
 - Monitoring performance
- 2.2 The Plan is, in large part, a repackaging of the Council’s existing Enforcement Charter but in a form which reflects the requirements of the NPPF and fills the procedural gap left by the deletion of PPG18.

Recommendation

It is recommended that the Executive agree to adopt the Local Planning Enforcement Plan.

Background Papers

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

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ANNEXE 1



Waverley Borough Council
Local Planning Enforcement Plan
(June 2013)

1. Introduction

Waverley Borough Council has responsibility for investigating breaches of planning control. This Waverley Borough Council Local Enforcement Plan identifies local priorities for enforcement action in order that the Council's enforcement resources are put to the best use in dealing with breaches of planning control that threaten the quality of the local environment or the amenities of the local environment or the amenities of Borough residents.

This Plan has been devised in accordance with the advice contained within the National Planning Policy Framework (NPPF) (March 2012) issued by the Department for Communities and Local Government which states:

“Effective enforcement is important as a means of maintaining public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. Local planning authorities should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it is appropriate to do so.”

This Plan will therefore provide clarity on the following:

- The definition of a 'proportionate response' when investigating an alleged breach of planning control.
- How we will manage enforcement proactively in a way that is appropriate to the Borough.
- How we investigate alleged breaches of planning control.
- How we will monitor implementation of planning permissions.
- Set out the powers available to us where it is considered appropriate to take action.

The Waverley Borough Council Corporate Plan 2012-2015 sets out the corporate priorities of the Council over the three-year period. One of the priorities is to protect and enhance the area's unique mix of rural and urban communities throughout our towns, villages and hamlets.

The primary function of enforcement action is to protect the environment in the public interest. To do this we must be consistent and act proportionately.

2. A proportionate response

Powers to enforce planning controls are given by the Town and Country Planning Act 1990 as amended by the Planning and Compensation Act 1991, the Planning and Compulsory Purchase Act 2004, and the Localism Act 2011.

This Plan defines the appropriate form of response to various breaches of planning control. This is determined by the guiding principle that the response to a breach of planning control should be proportionate to the harm it causes. It is never considered a wise use of limited public resources, to pursue enforcement action against a development that would have been granted planning permission, except where the act of granting planning permission would have allowed necessary controls to be secured, normally through the imposition of conditions. In all cases, enforcement action should not be viewed as punishment, but what is necessary in order to protect the built environment.

A planning application is the most appropriate way to consider the merits of proposed development and to allow affected neighbours and other interested parties to have their say. It is therefore logical to apply the same approach to development already carried out and for the Council to encourage the submission of retrospective planning applications where they are considered likely to be acceptable.

The exception is where the Council considers there is no real prospect of planning permission being granted. In these cases we will proceed to enforcement action as a matter of course, where negotiations to remedy the harm being caused are not successful.

However, any developer still has the right to apply for planning permission and if they do, the Council must deal with the application fairly before proceeding with any necessary enforcement action. In all cases, the Council will judge the Planning merits of the development, and not how that development came about.

There are three priority levels of enforcement cases:

- **Priority One – Major – First contact or site visit within 1 working day from receipt of complaint**

Works that are irreversible or irreplaceable or constitute a serious breach;
Unauthorised works to a Listed Building;
Breaches of Article 4 Directions;
Unauthorised works to trees protected by a TPO or within a Conservation Area;
Non-compliance with Enforcement Notices.

- **Priority Two – Medium – First contact or site visit within 5 working days from receipt of complaint**

Unauthorised activities that cause harm to residential amenity e.g. car businesses;
Unauthorised change of use and development;
Unauthorised breach of conditions and not built in accordance with approved plans;
Unauthorised adverts including fly posting and 'A boards'.

- **Priority Three – Low – First contact or site visit within 10 working days from receipt of complaint**

Unauthorised sheds;
Unauthorised means of enclosure;
Unauthorised accesses;
Unauthorised satellite dishes;
Unauthorised minor operations;
Any low impact on residential amenity.

The case officer will then make an assessment, in relation to planning legislation, of whether a breach of planning control has taken place. At this stage, we will notify the enquirer of the proposed action to be taken.

3. Investigating an alleged breach of planning control

The power to take enforcement action is entirely discretionary and comes from section 172 of the Town and Country Planning Act 1990.

We will follow the relevant legislation and consider the harm created when undertaking enforcement action and when deciding whether it is appropriate to take formal action. In deciding whether it is in the public interest to prosecute, we will follow the Code for Practice for Crown Prosecutors, the general principles of which are a two-stage test: the evidential and public interest tests.

In considering whether or not it is appropriate to take enforcement action, we will have regard to the guidance within Government Circular 10/97, the policies in the Development Plan (the South East Plan 2009 and the Waverley Borough Council Local Plan) and any relevant material considerations. The key consideration will be whether the breach of control would unacceptably affect public amenity or the existing use of land and buildings meriting protection in the public interest.

The Council will work within the legal framework, having full regard to legislation, relevant case law and planning appeal decisions. It will also take into account other legislation that impact on enforcement work, such as:

- The Human Rights Act 1998;
- The Criminal Procedure and Investigations Act 1996 (CPIA);
- The Police and Criminal Evidence Act 1984 (PACE); and
- The Regulation of Investigatory Powers Act 2000 (RIPA)

These require that a thorough investigation of the full facts and circumstances surrounding a breach is carried out prior to taking formal action.

More than half of complaints made are found not to be in breach of planning control. These are a significant drain on resources, as a site inspection and investigation are required, as well as having to advise the interested parties. The majority of complaints made relate to minor or trivial breaches and often arise from a lack of awareness of planning controls or misunderstandings over what is taking place, and may be exacerbated by neighbour disputes.

Whilst the Council is committed to investigating complaints, its resources must be used appropriately to (a) allow us to concentrate on serious breaches; and (b) avoid the Council coming into disrepute through abuse of its enforcement powers. Initiating enforcement action when a matter can be resolved through a retrospective application and the imposition of necessary conditions would be seen as unreasonable behaviour by appeal inspectors and the courts, and could lead to an award of costs against the Council. In order to maintain focus on agreed priorities, the Council may decline to pursue cases that appear to arise from repetitive or vexatious complaints, or that are motivated by disputes between individuals or businesses.

4. Monitoring the implementation of planning permission

Whilst the Council does not have the resources to monitor all approved development schemes in the Borough, it will proactively monitor major development sites where appropriate.

The vast majority of complaints received are reported by members of the public and need to be investigated reactively. Each valid complaint will result in a complaint file being set up according to its priority level (see page 3) and investigated within the relevant timescales. The complainant will be updated on the progress and outcome of the investigation.

5. Enforcement tools available

Planning Contravention Notice (PCN)

This is used to obtain information about alleged unauthorised development and it can be used to invite discussion on how any suspected breach of control may be

remedied. It is normally used to establish the owners and occupiers of land and details of the nature and level of activities that are suspected to be taking place. Failure to respond to a PCN, or the provision of false information, are criminal offences carrying a maximum fine of £1,000 and £5,000 respectively.

Enforcement Notice (EN)

The Council may issue an Enforcement Notice where it considers that there has been a breach of planning control and it is appropriate to issue the Notice. The EN is used to remedy a breach of planning control that is causing serious harm to public amenity. It must specify the date it takes effect (not less than 28 days after service,) the steps to be taken and the compliance period. There is a right of appeal to the Planning Inspectorate against the EN, and this suspends the EN's requirements until the appeal is determined.

Breach of Condition Notice (BCN)

This is used to secure compliance with planning conditions and takes effect no less than 28 days after service. It must specify the steps that the Council considers ought to be taken to secure compliance with the specified condition and the period allowed for compliance. There is no right of appeal against a BCN and a failure to comply with it is a criminal offence carrying a maximum fine of £2,500 (May 2013).

Stop Notice (SN)

A Stop Notice can only be served on land where an Enforcement Notice has been served and is used as an effective way of stopping an activity that is causing serious harm to public amenity. It prohibits the activity taking place on the land but cannot be used to stop the use of any building as a dwelling or any activity that has been carried out for more than four years. There is a risk of the Council being liable to pay compensation if the Enforcement Notice is quashed on appeal or the Notices have to be withdrawn.

Temporary Stop Notice (TSN)

This is used where the Council considers that there has been a breach of planning control and it is necessary, in order to safeguard the amenity of the area, that the activity that amounts to the breach should stop immediately. This Notice differs from the normal Stop Notice powers because it does not have to wait for an Enforcement Notice to be issued. The effect of the TSN is immediate and must prohibit the activity that is in breach, and can be served on any person carrying out the activity, and must be displayed on the site. The TSN is only in effect for 28 days, during which the time the Council must decide whether it is appropriate to serve an Enforcement Notice. TSNs have been used successfully to stop work on development sites when important pre-commencement planning conditions have not been complied with and there is a serious concern relating to issues such as highway safety, contaminated land or tree protection.

Prosecution

Some breaches of planning control are criminal offences, such as the carrying out of unauthorised works to a listed building or a protected tree, or the display of unauthorised advertisements. It is also an offence not to comply with the requirements of a Breach of Condition Notice, an Enforcement Notice, a Stop Notice, a Temporary Stop Notice or a Planning Contravention Notice. Legal proceedings can be instigated in the Magistrates' Court and the maximum fine for most of these offences if found guilty in the Magistrates' Court is £20,000 (May 2013) (unlimited if found guilty in the Crown Court). However, maximum fines are less for illegal advertisements, BCNs and failure to complete and return a PCN.

Injunction

Section 187B(1) provides a wide-ranging power to obtain a planning enforcement injunction when a court order is needed to restrain a breach of planning control. Applications for an injunction from the courts may be made when it is necessary or appropriate for any actual or apprehended breach of planning control to be restrained, whether or not the Council has exercised or is proposing to exercise any of its other enforcement powers. Any failure to comply with the terms of a court order is a contempt of court and can result in imprisonment.

Section 215 Notice (untidy land)

This Notice requires land, which can include buildings, to be made tidy if the condition of the land is such that it causes harm to the amenity of the area. The Notice must specify the steps that the landowner must take to make the land tidy, such as clearing rubbish or overgrown vegetation.

There is a right of appeal against the Notice to the Magistrates' Court. If the Notice is not complied with, the Council can enter the land and carry out the steps in default.

Listed Building Enforcement Notice

This Enforcement Notice applies to listed buildings and is similar to an Enforcement Notice in most respects. It can require the removal of any unauthorised works or the reinstatement of the fabric of the listed building that has been removed. There is a right of appeal against such a Notice to the Planning Inspectorate.

Conservation Area Enforcement Notice

This type of Enforcement Notice is used in Conservation Areas when works have been carried out in contravention of the Planning (Listed Buildings and Conservation Areas) Act 1990. An example of this would be the unauthorised demolition of a building or a wall in a Conservation Area, and the requirement of the Notice would be to rebuild it. There is a right of appeal against such a Notice to the Planning Inspectorate.

Default Powers ("Direct Action")

Section 178 enables the Council to take direct action where, on expiry of the

Enforcement Notice compliance period, the required steps have not been taken, by carrying out “default” action and recovering its reasonable expenses from the owner. This power relates to Enforcement Notices and untidy land Notices served under section 215 of the 1990 Act (as amended).

Article 4 Directions

These are used to remove “permitted development” rights under the Town and Country Planning (General Permitted Development) Order 1995 (as amended). These have been used successfully to remove the normal permitted development rights to erect fences and other means of enclosure, or temporary uses of land, when open land is being sold off as speculative building plots. The direction is provisional for six months and has to be confirmed by the Secretary of State in order to become permanent. It means that planning permission would have to be granted by the Council in order to carry out the development.

Section 225 Powers

Section 225 enables the Council to remove or obliterate placards and posters that are being displayed in contravention of the Town and Country Planning (Control of Advertisements) Regulations 2007 (as amended). A notice period of no less than two days must be afforded to the advertiser prior to exercising this power in order to allow for voluntary compliance.

Discontinuance Notice

This Notice requires the removal of an advertisement displayed with the benefit of deemed advertisement consent (i.e. an advertisement that would not normally require consent from the Council to be displayed). A Discontinuance Notice is a useful tool in preventing the display of advertisements where they adversely affect the setting or character of listed buildings or Conservation Areas.

Confiscation under the Proceeds of Crime Act 2002

If an offence is considered to be ongoing at a site under investigation, in certain circumstances the Council will consider instigating confiscation proceedings under the Proceeds of Crime Act 2002. Confiscation proceedings can only be brought alongside a related criminal prosecution.

By way of an example, confiscation proceedings could be used where the offender operates in a manner which involves activity or activities that constitute a breach of planning control. The Council can consider whether, on the facts known to it, the perpetrator is likely to have benefited from their criminal conduct. If the perpetrator is and has been making money as a result of their planning breaches, and continues in breach, a confiscation order may well be appropriate.

Localism Act 2011

In April 2012, new enforcement powers were introduced through the Localism Act 2011. These powers include:

Section 70C

The Council may decline to determine a retrospective planning application for development which is subject of an Enforcement Notice served after 6 April 2012

Section 171B – Planning Enforcement Order

The Council may apply to the Magistrates' Court for a Planning Enforcement Order if evidence comes to light that a breach of planning control has been concealed. This prevents the development from becoming immune from enforcement action where it has been deliberately concealed.

Section 225A – Removal Notices

Section 225A allows the Council to remove and dispose of any display structure within the Borough which, in the Council's opinion, is being used for the display of advertisement in contravention of the Town and Country Planning (Control of Advertisements) Regulations 2007 (as amended). This power is exercised once the Council has served a Removal Notice upon the persons who appear to be responsible for the structure. There is a right of appeal against this Notice to the Magistrates' Court.

6. Monitoring Performance.

The Council publishes reports on the performance of the Planning Enforcement Service on a quarterly basis on our website. We also report the same information to the four Area Planning Committees on a quarterly basis to inform councillors of progress on meeting the Council's target and on main enforcement cases and sites.

This Plan will be reviewed in [insert month 11 months from adoption date]

APPENDIX F

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 4TH JUNE 2013

Title:

PLANNING APPLICATION AND ENFORCEMENT PERFORMANCE

[Portfolio Holder: Councillor Bryn Morgan]

[Wards Affected: All]

Summary and purpose:

At its last meeting, the Executive requested the preparation of an action plan setting out improvements to planning and enforcement performance, to be presented to its next meeting. This report sets out the current position on performance, highlights those areas where performance targets are not being regularly met and proposes actions to address these.

Overall, the statistical information set out in the report shows that performance in respect of planning applications in particular consistently meets targets and compares favourably with other nearby councils.

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

Planning decisions have implications for delivery of affordable housing, protecting and enhancing the environment and value for money.

Financial Implications:

There are no direct resource / value for money implications arising from the report.

Legal Implications:

There are no direct legal implications arising from this report.

Introduction

1. Planning Service performance is measured against a raft of targets. Those agreed by Executive at its meeting on 9 April 2013 are set out in Annexe 1, together with information on current performance including, where possible, national comparisons. In setting targets the Council's aspiration has been to be top quartile and see year on year improvement in service delivery.

Planning Applications

2. In March 2011, the Government published "The Planning Guarantee" which set a time limit of 26 weeks for planning authorities to decide any application. The First Report against this indicator was published in September 2012 and it placed Waverley joint 20th of 313 authorities.

Major applications

3. Major applications ¹represent a relatively small proportion of the applications the Council receives. The Government however see these as essential to delivering its growth agenda and have introducing the concept of “poorly performing authorities ” who risk the removal of planning powers if they regularly fail to decide less than 30% in thirteen weeks.

Annexe 2 shows Waverley’s performance in 2012 in comparison to the national average and neighbouring authorities. **Waverley’s annual performance on major applications in 2012/13 was 74.47% against a target of 75% and is better than both the national average and the majority of neighbouring authorities. The Council therefore runs no immediate risk of being targeted as poorly performing.** Analysis of applications determined in 2012/13 highlights the following reasons why applications weren’t determined in time:

- 4 deferred at Planning Committee for site visit / further information
- 2 referred to Secretary of State for consultation prior to decision
- 3 late call in to Planning Committee
- 6 Delayed pending receipt of further information or negotiation
- 1 late receipt of consultee response
- 4 staff turnover
- 3 completion of legal agreement

4. The above can be addressed by sharper performance management by Officers but also require earlier and improved engagement with Members to reduce late call ins and deferrals at Committee. A factor in effective performance management is current high levels of staff turnover at senior level in Development Control. The formulation of a major scheme from pre application stage through to construction can run over a number of years . If staff turnover necessitates changes in a case officer this will create delays and also disrupt working relationships with ward Councillors and the applicant.

Proposed Actions (Major applications)

1. Increase member involvement at an earlier stage in the evolution of developments (including pre application stages) so that their issues can be addressed prior to committee and thus avoid deferrals.
2. For all applications enforce the three week rule for Ward Councillor call ins to Planning Committee as set out in the Council’s Scheme of Delegation.
3. Further improve project management of Major developments to ensure reporting to first available committee meeting, and where appropriate use of Planning Performance Agreements.

¹ major development is one where the number of residential units to be constructed is 10 or more, where the commercial floor space to be built is 1,000 square metres or above or where the site area is 1 hectare or more

4. Improve of pre application process to allow better opportunity for refinement, amendment and S106 drafting.
5. Enhance use of pre committee site visit procedure to avoid deferrals.
6. Review of staff salaries to ensure the Council can recruit and retain suitably experienced staff.
7. Revise the presentation of performance figures for majors so that they are cumulative through the year. This reflects the fact that in some quarters numbers of applications are very small.

Others and Minors²

5. **As the table at Annexe 2 highlights, performance on others and minors consistently meets the past targets and is above the national average and most neighbouring authorities. The Executive at its meeting in April 2013, agreed increases in the targets for these. It is recommended that the current targets (which remain challenging) should be left unchanged.** This allows more scope for further time in exceptional circumstances to negotiate improvements to a scheme to reflect community concerns or to address technical reasons for refusal. Applicants typically would prefer to negotiate changes to make a scheme acceptable. Other factors are:
 - i) A higher target reduces the scope for the above and increases the potential for premature decisions being made resulting in costs to both applicant and the Council;
 - ii) With Inspectors enthusiastically embracing the pro-growth agenda in their decision making, it will generally be in the Council's interests to negotiate improvements to a scheme than risk allowed appeals on less acceptable schemes;
 - iii) Higher targets for "others" and "minors" would move resources away from "majors". Majors need to remain the priority because they have greater potential to deliver community benefits such as affordable housing.

Appeals

6. Appeals performance remains below the Council's target of a maximum of 30% allowed. A detailed report on appeals was presented to the cycle of Area Planning Committee in August 2012. These reports highlighted that In general the Council's policies have stood up well to scrutiny but Inspectors have come to differing views on subjective matters of design and amenity impact.
7. Appeals numbers remain a relatively small proportion of all decisions - in 2012 78 appeals were decided in comparison to 1941 planning decisions by the Council. In part this reflects the fact that the Council's policy is to work closely with applicants to ensure that applications are of sufficient quality to be approved where possible.

² Minor development is one where the number of residential units to be constructed is less than 10, or where the commercial floor space to be built is less than 1,000 square metres

8. Poor performance on defending appeals on major planning applications could also result in planning authorities being designated as “poorly performing”. The secondary legislation which will define how this will be calculated has yet to be published.
9. While overall appeal performance is generally comparable with neighbouring authorities a number of actions have been put in place, which are set out below. In addition more involvement of Senior Officers in decision-making is now in place, so that from May 2013 all delegated refusals are now agreed either with the Development Control Manager or Head of Planning Services.
10. A further factor which the Council needs to take into account is that the Government has also introduced new legislation which will make it more likely that Inspectors can impose costs if it considers that any party to an appeal has behaved unreasonably.

Proposed Actions (planning appeals):

1. The current practice of presenting quarterly reports reviewing appeal decisions to the Area Planning Committees will continue. This will include monitoring the impact of the NPPF on Inspectors’ decision making and reviewing decisions in the light of these;
2. Additional support shall be given to appeal evidence to ensure arguments are well documented, researched and argued;
3. Where judgements are finely balanced on subjective grounds but decisions are to be made under delegated powers, close liaison with the local Members and senior officers will take place to ensure the most robust case is pursued if an appeal is anticipated.
4. More focus will be given within the teams to learning from appeal decisions.
5. All appeal decisions where costs are awarded (including in favour of the Council) or where major applications are allowed will be reported to the Executive with lessons learned spelt out.

Enforcement

11. Historically the performance of the team has been mixed but more recently has seen significantly improved. A new and expanded team is in place and an action plan approved in January 2011 and is regularly updated.
12. The current target of 70% for action enforcement cases within 12 weeks was not met 2012/13, with an outturn figure off 50%. This was directly as a result of the continued emphasis on clearing the backlog of cases and also a focusing of the Team’s activities on resolving high profile long standing cases. Current outstanding cases are 260 (down from 606 in 2011) with a target of 150 outstanding cases by end of 2013.

Proposed actions (planning enforcement):

1. Continue to present quarterly reports to the Area Planning Committee;
2. Continued and improved emphasis on early “triage action” for new cases to ensure only those of material significance and public interest are pursued;
3. Shorter timescale for requiring voluntary remediation action by offenders;
4. Weekly review of older cases led by Development Control Manager with a target to reduce to 150 by December 2013.

Recommendation

It is recommended that the Executive:

1. endorse the proposed actions covering planning applications, planning enforcement and appeals; and
2. agrees to retain the target for determining all “minor” and “other” applications at 80% and 90% respectively and revise the presentation of performance figures for “majors” so that they are cumulative through the year.

Background Papers

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

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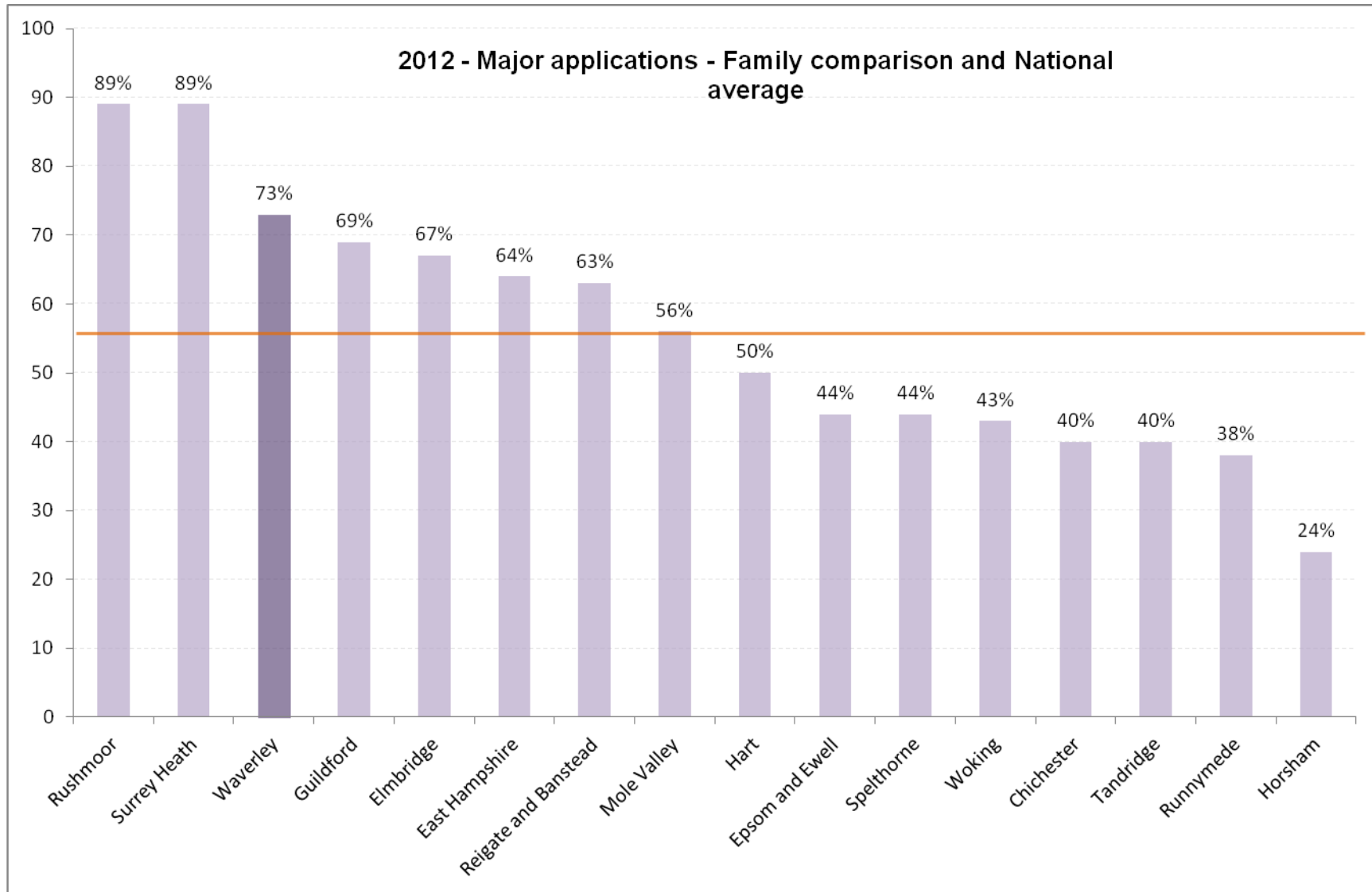
Annex 1 Planning Performance 2012/13

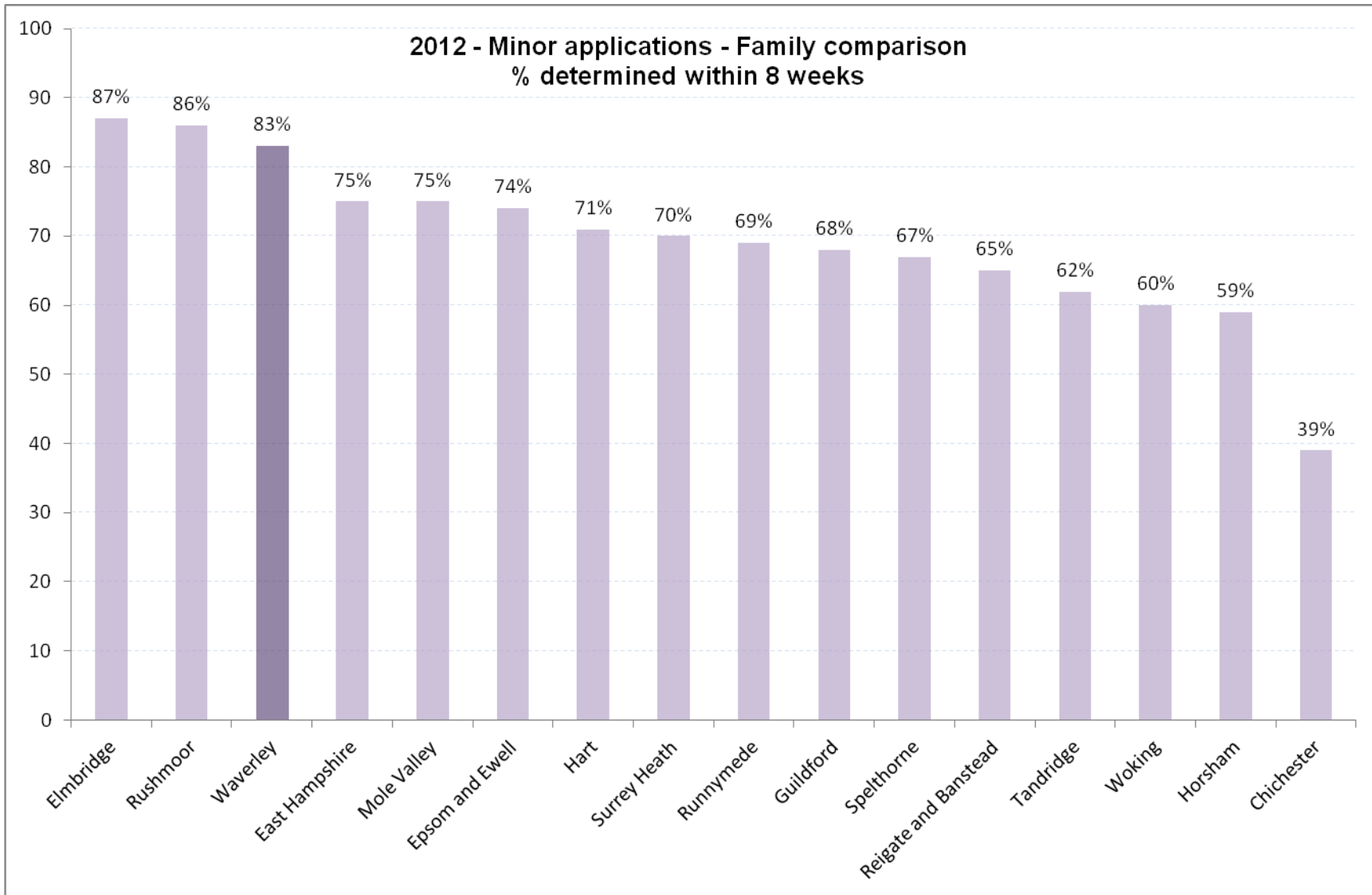
red indicates PI which will allow the government to identify LPA as “poorly performing”

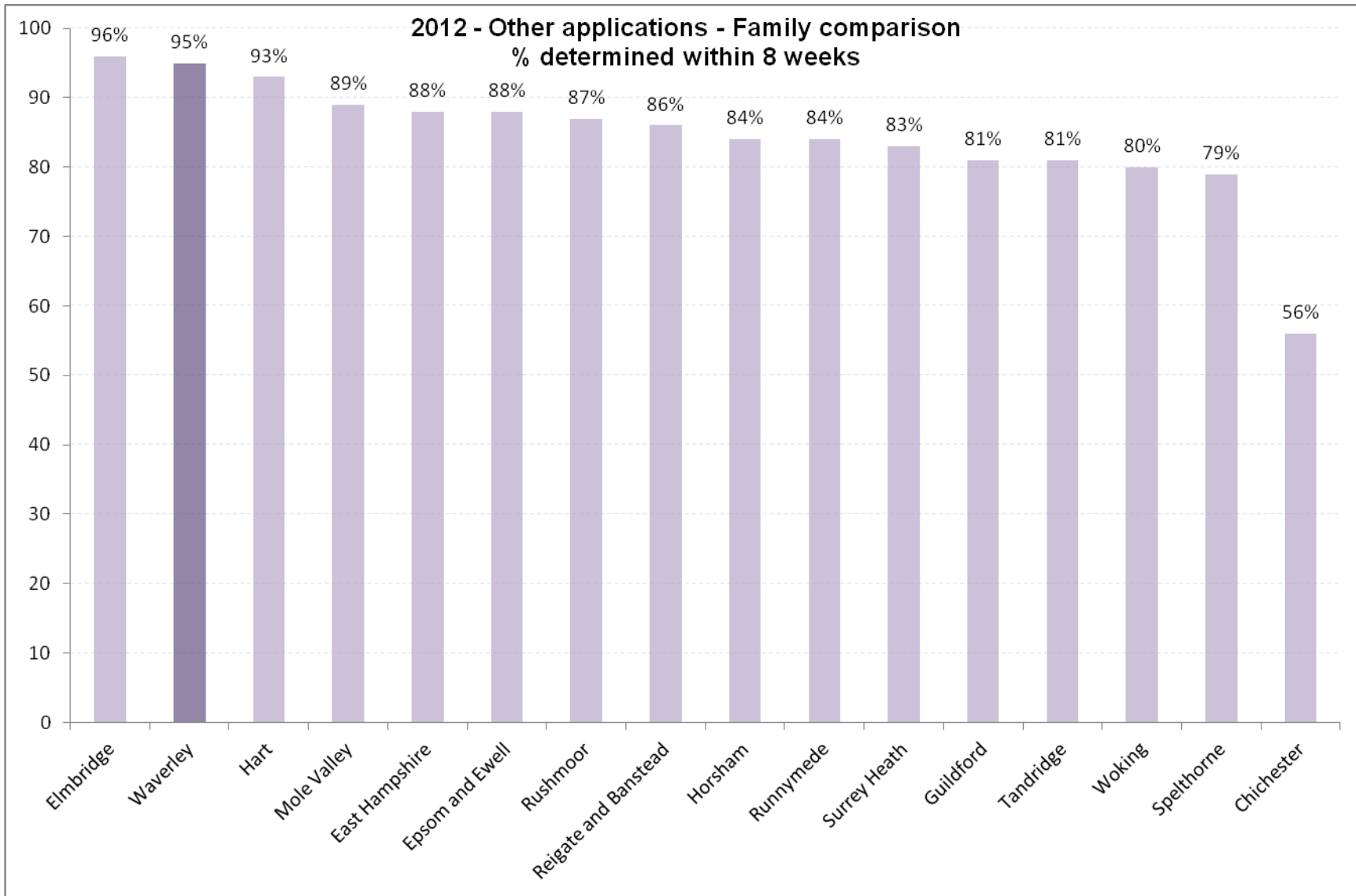
Ref	Description	National Average 2012/13 (Q3)	Waverley performance (2011/2012) 2012/13	Waverley Target 2012/13	Target Changes (Executive 9/4/13)	Notes on comparative performance
New Local PI	Processing of planning applications: All applications - % determined within 26 weeks	?	99 % - joint 20 th of 313 authorities	N/A	100%	Waverley is in the top 10 % nationally in comparison with other councils.
	Processing of planning applications: Major applications - % determined within 13 weeks.	56%	(67.90%) 71.7%	(national target 30%)	No Change	The government is proposing that those councils who determine over a two year period less than 30% in 13 weeks will be designated as poorly performing. Our performance is significantly higher than both this, most neighbour comparisons and the national average.
NI 157b	Processing of planning applications: Minor applications - % determined within 8 weeks.	68%	(81.8%) 82.1%	80%	No change for next quarter, possibly raise to 85% thereafter.	The performance sub committee recommended that the performance indicator be raised to 85%. Officer view is that the target should be remain at 80% to ensure that resources are not drawn away from major applications. Our performance is significantly higher than most neighbour comparisons and the national average.
NI 157c	Processing of planning applications: Other applications - % determined within 8 weeks	82%	(95.3%) 95.1%	90%	Increase to 95%	Performance is well above the national average The performance sub committee recommended that the performance indicator be increased to 95% . Officer view is that the target should be remain at 90% to ensure that resources are not drawn away from major applications . Our performance is significantly higher than most neighbour comparisons and the national average.
LPL1a	Planning appeals allowed (cumulative year to date)	?	(45.5%) 40.8%	30%	No change	Some improvement in 2012/13 but benchmarking needed. National problem of increasing appeals allowed as NPPF bites and Inspector's support growth agenda.
New Local PI	Major Planning Appeals allowed (cumulative year to date)			(national target 20%)	No change	The proposal is that poorly performing authorities will be those where more than 20% of major decisions are overturned at appeal. Awaiting government advice on how this will be calculated
LPL3b	Percentage of enforcement cases	N/A	(47.04%)	70%	No change	

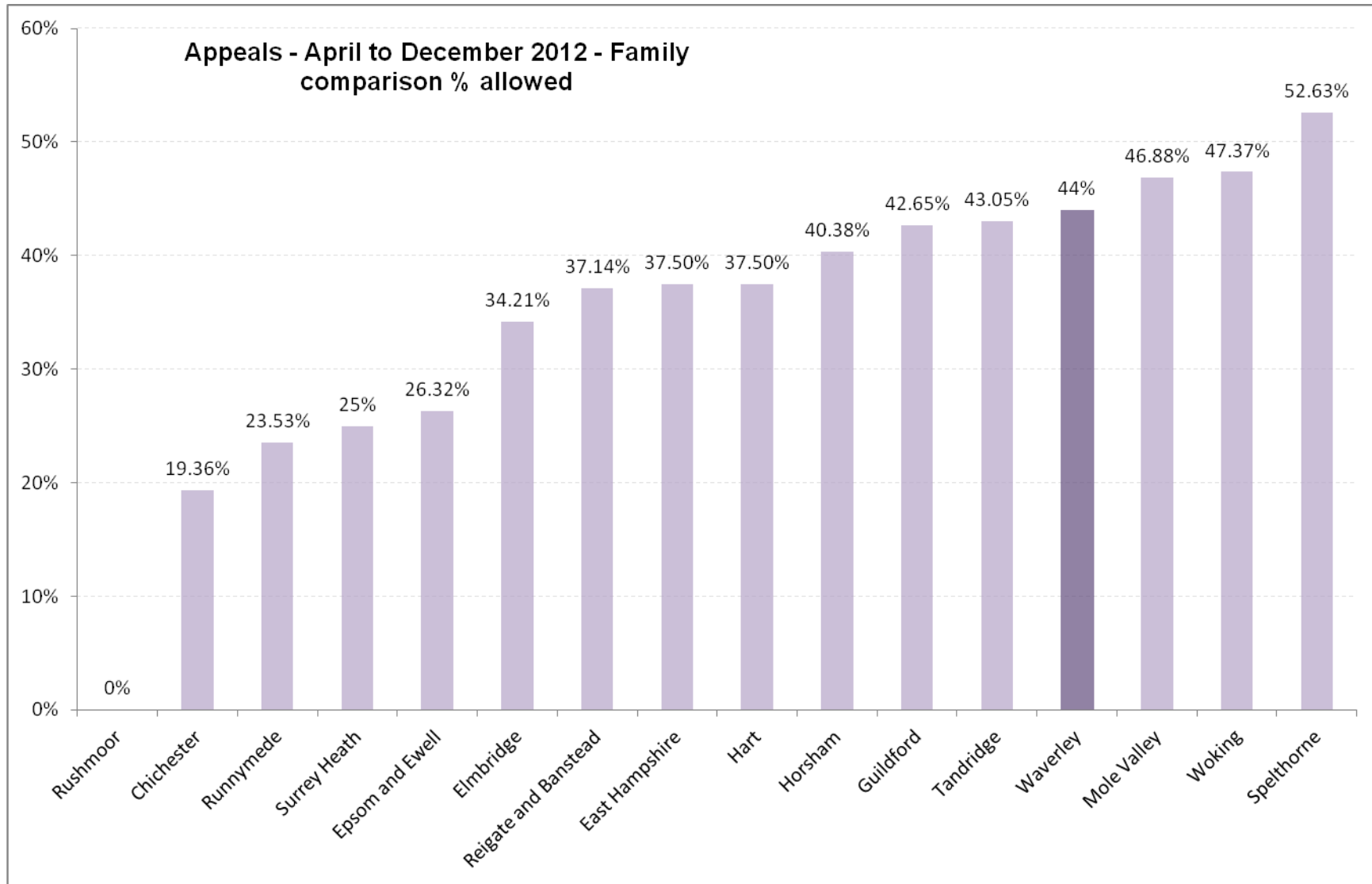
	actioned within 12 weeks of receipt.		50.3%			
LPL4	Percentage of tree applications determined within 8 weeks	N/A	(93.98%) 94.79%	95%	No change	
NI 155	Number of affordable homes delivered (gross)	N/A		No target set	No change	
LPL5a	Percentage of complete Building Control applications checked within 15 days.	N/A	(55%) 71%	70%	No change	

Annex 2 – Planning Services – Performance Charts 2012









APPENDIX G

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 4TH JUNE 2013

Title:

**REDEVELOPMENT OF LADYMEAD, BARNETT LANE, WONERSH:
APPROVAL TO SUBMIT PLANNING APPLICATION**

**[Portfolio Holder: Cllr Mike Band]
[Wards Affected: Blackheath and Wonersh]**

Summary and purpose:

The purpose of this report is to seek approval for the submission of a planning application to redevelop Ladymead, Barnett Lane, Wonersh to provide four 3 bedroom affordable homes for rent.

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

This report relates to the Council's Corporate priority of providing more affordable housing in the Borough for local people in housing need.

Financial Implications:

Funding for the provision of 4 new affordable homes on this site is available through the approved 2013-14 New Affordable Homes capital programme. The estimated total cost of the project to deliver the proposed scheme is £520,000.

Legal Implications:

The planning application requires consent under the Town and Country Planning Act 1990 (as amended).

Introduction

1. In January 2013, the Council appointed Nye Saunders Architects to prepare plans for the provision of permanent affordable housing on the site of Ladymead, Barnett Lane, Wonersh, an under-used hostel for homeless families. A location plan is attached at Annexe 1. The architect prepared:
 - plans to convert and extend the existing building, a budget cost estimate for the works; and
 - plans to replace the existing building with 4 new family-sized houses, and a budget cost estimate for the works.
2. In March 2013, the Housing Delivery Board considered the options to reconfigure the existing building to provide six 1 bedroom flats or redevelop the site to provide four family-sized homes, before agreeing to proceed with the new-build option. The proposed site plan is attached at Annexe 2.

3. To reach their decision on their preferred option, the Housing Delivery Board considered:
 - the type of accommodation that each option would provide;
 - the level of housing need for each type of accommodation in a semi-rural location; and
 - the value of each option, in terms of build costs, sustainability and long-term maintenance responsibilities
4. The architect is preparing the planning application, which will be ready for submission by Friday 7 June 2013.

Current use

5. Since 2008, nine households have occupied Ladymead, for periods of between 5 weeks and 164 weeks. Of these, five households moved permanently into social housing, three households were found to be intentionally homeless and given assistance to access the private rented sector and one was evicted on management grounds.
6. During 2012-13, occupancy lengths have been shortened reflecting the Council's success in preventing homelessness, through innovative approaches such as developing homeless prevention units with the Council's housing association partners, remodelling the housing options service to create increased frontline housing advice capacity, developing positive partnerships with private landlords, statutory agencies and voluntary organisations and making use of new technology such as the online housing options wizard.

Housing Need

7. The Council is committed to making the best use of its assets to increase the supply of affordable housing to meet housing need in the borough.
8. The Housing Register demonstrates a significant need for affordable housing in Waverley. Following the implementation of the new allocation that requires applicants to demonstrate a housing need and a local connection to the borough, the number of applicants on the Housing Register has reduced to 1,652 as at 16 May 2013.

1bed	2bed	3+bed	Total no. of applicants
972	481	199	1652

9. Although the development of Ladymead will provide affordable homes to meet a borough-wide housing need, there are currently 20 households on the Housing Register who live in the parish of Wonersh. Of these, 11 applicants are registered for 1bed homes, 7 applicants are registered for 2bed homes and 2 applicants are registered for 3bed homes; 6 are council tenants.

Consultation

10. The principle of developing affordable housing within the settlement boundary has been shared with local residents in Wonersh. In January 2013, the Parish Council held an Affordable Housing Event to give local residents the opportunity to talk about the potential for developing affordable housing in the future. The event was very well attended.
11. In April 2013, a brief presentation was given at the Parish Council's Annual Assembly, explaining to local residents the availability of opportunities to develop affordable housing on sites owned by the Council within the settlement boundary, to meet a borough-wide housing need.
12. There is growing concern within the local community about the development of rural exception affordable housing on land designated as Green Belt, to meet the housing needs of people living in the Parish, identified by the Wonersh Housing Needs Survey conducted in May 2012. This development would enable the Council to contribute towards meeting the need for affordable housing on a previously developed site, without encroaching on the Green Belt.

Recommendation

The Executive is recommended to approve the submission of a planning application for the redevelopment of Ladymead, Barnett Lane, Wonersh to provide 4 new family-sized affordable homes to meet housing need.

Background Papers

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

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ANNEXE 1

Location plan



ANNEXE 2

Proposed layout



© Nye Saunders Ltd Chartered Architects

This drawing is prepared for Local Authority approval on behalf of the applicant and is not to be used for any other purpose. The copyright of this drawing and design remains the architect's. All applications for information only about the application, they may be used for no other purpose without the express written permission of Nye Saunders Ltd Chartered Architects.

address Ladymead, Womersley, Surrey

drawn P101

revision

title Location Plan

scale 1:500

date Mar 13

NYE SAUNDERS Ltd
Chartered Architects

3 Church Street, Godalming, Surrey GU7 1EQ
Tel: 01483 418600 Fax: 01483 418605 e-mail: info@nyesaunders.co.uk

APPENDIX H

WAVERLEY BOROUGH COUNCIL **EXECUTIVE – 4TH JUNE 2013**

Title:

PROPERTY MATTERS

**[Portfolio Holders: Cllrs Mike Band
and Julia Potts]**

**[Wards Affected: Godalming Holloway, Ewhurst and Godalming Farncombe, &
Catteshall]**

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

Annexes to this report contain exempt information by virtue of which the public is likely to be excluded during the items 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).

Summary and purpose:

To consider a number of property-related issues in the borough outlined below.

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

The proposals contained within this report will contribute towards a number of the Council's corporate priorities:-

- Value for Money –
 - Farncombe Cricket Club – The proposal should bring financial savings to the Council whilst maintaining a high quality provision of sports facilities in the borough. It will also ensure our activities are customer focused whilst providing good value for money.
- Leisure and Lives –
 - Farncombe Cricket Club – The surrender and renewal of both leases is in accordance with the Council's Corporate Priorities to support opportunities for all to take part in sport, recreation and other leisure activities to promote health and well-being for all.
- Environment –
 - Deed of Dedication, Shackstead Lane – By providing land in a safe area for a bus stop, Waverley will be assisting its local population's travel needs. By locating the bus stop in the proposed position, Waverley will be protecting the wooded area.
 - Easement of Access, 4 Greenside Cottages - through the use of easements, Waverley is able to control the visual effect of accesses created over common land. It also obtains capital sums that may be used in the provision of its services.

Financial Implications:

Resource implications are set out in the (Exempt) Annexes to this report but specific details are noted below.

- Deed of Dedication, Shackstead Lane - There are no financial implications other than the allocation of Legal staff time in preparing the Deed of Dedication and a possible small saving in maintenance responsibilities. The land has no financial value.
- Easement of Access, 4 Greenside Cottages - The easement will provide Waverley with a capital sum on the terms set out in the (Exempt) Annexe 2a.
- Farncombe Cricket Club - The lease renewal will provide Waverley with increased rental income. A service level agreement is set out in the (Exempt) Annexe 2b to ensure that the property remains in good condition of maintenance and repairs.

Legal Implications:

- Deed of Dedication, Shackstead Lane – Staff time will be required to agree the Deed of Dedication.
 - Easement of Access, 4 Greenside Cottages – Each party is to bear its own legal costs.
 - Farncombe Cricket Club – The surrender and renewal of the lease will be prepared by the Council's legal services.
-

1. Introduction

1.1 Authorisation is sought for the property-related issues detailed individually below.

2. Deed of Dedication, Land at Shackstead Lane, Godalming

2.1 Surrey County Council would like to put a bus stop at the bottom of Shackstead Lane on the same side as the Inn on the Lake. After discussions with the Countryside Manager, the optimum position was considered to be as shown outlined on the plan at Annexe 1a.

2.2 Shackstead Lane is a fairly narrow road with parking issues. On the side of the proposed bus stop, Waverley's land forms a steep, wooded bank without a footpath. The proposed position of the bus stop, at the point where the path from Bargate Woods down the bank ends, provides one of the few places that would be reasonably safe for waiting for the bus without significant excavation into the hillside.

2.3 It was originally proposed to license the land to Surrey. However, their legal department would prefer a Deed of Dedication for highway purposes. This would not have a significant effect on the use or state of the land: it is at present largely covered in a hard surface which Surrey would be responsible for maintaining.

3. Easement of Access to 4 Greenside Cottages, The Green, Ewhurst

- 3.1 4 Greenside Cottages is a Victorian or Edwardian semi-detached property. Access to the property is over Waverley-owned common land. At present there is no driveway into the property. While it has been vacant since 1963, it has been visited regularly by its present owner both in a car and on a motorcycle, parking on the common in front of the house.
- 3.2 The owner proposes to sell the house but requires a deed of easement to allow for vehicular access. Following negotiations, an agreement has been reached as set out in the (Exempt) Annexe 2a. This agreement will ensure that the access is created in such a way as to minimise the damage to the Council's common land.

4. Surrender and Renewal of Lease, Farncombe Cricket Club, Broadwater Park, Godalming

- 4.1 Farncombe Cricket Club is the largest of the two cricket clubs situated within Broadwater Park. The leased areas are shown outlined on the plan at Annexe 1b.
- 4.2 The club is holding over on a lease of 10 years which expires on 04 December 2015. The terms of the existing lease require modernisation in order to ensure that the tenant meets Waverley's Corporate Priorities by providing adequate facilities for the people of Farncombe. It is proposed that the new lease should be in the standard form for sports facilities leases by setting out those areas that the tenant should maintain throughout the term of the lease but also allowing for a Service Level Agreement that can be modified over the term to meet changing needs. These terms and conditions are set out in the (Exempt) Annexe 2b.
- 4.3 The 25 year term proposed for the lease will be sufficient to allow the tenant to seek grant aid for improvements to the property during the next few years. These improvements are necessary in order to create a modern facility that will attract a wider number of participants in the sport.

Recommendation

It is recommended that

1. Waverley enter into a Deed of Dedication with Surrey County Council in respect of the land shown outlined on the plan annexed for highway purposes at Shackstead Lane, Godalming;
2. a deed of easement of access be granted for 4 Greenside Cottages, The Green Ewhurst, on terms and conditions as set out in the (exempt) Annexe, other terms and conditions to be negotiated by the Estates and Valuation Manager; and

3. the length of the lease granted to Farncombe Cricket Club be extended to 25 years.

Background Papers

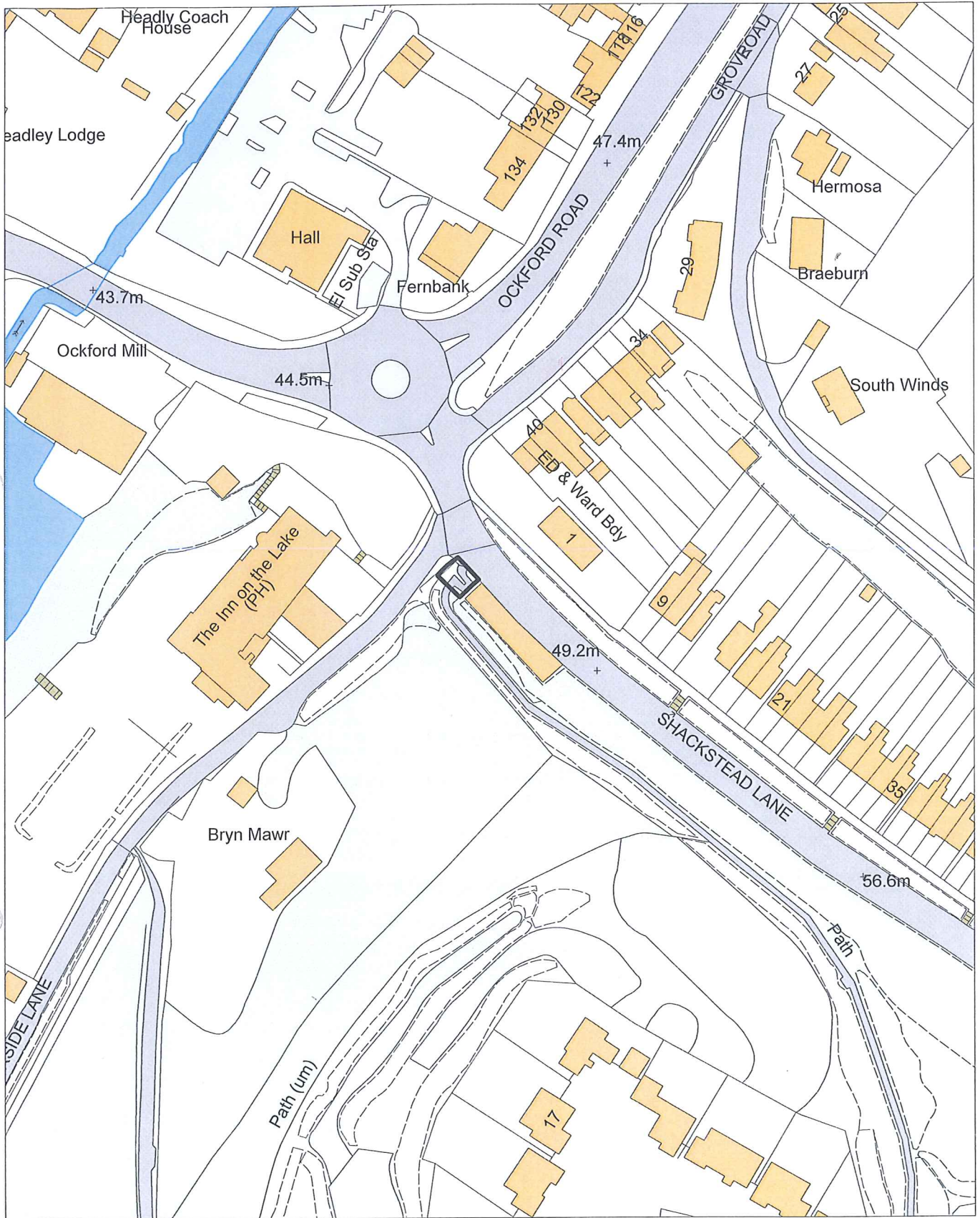
There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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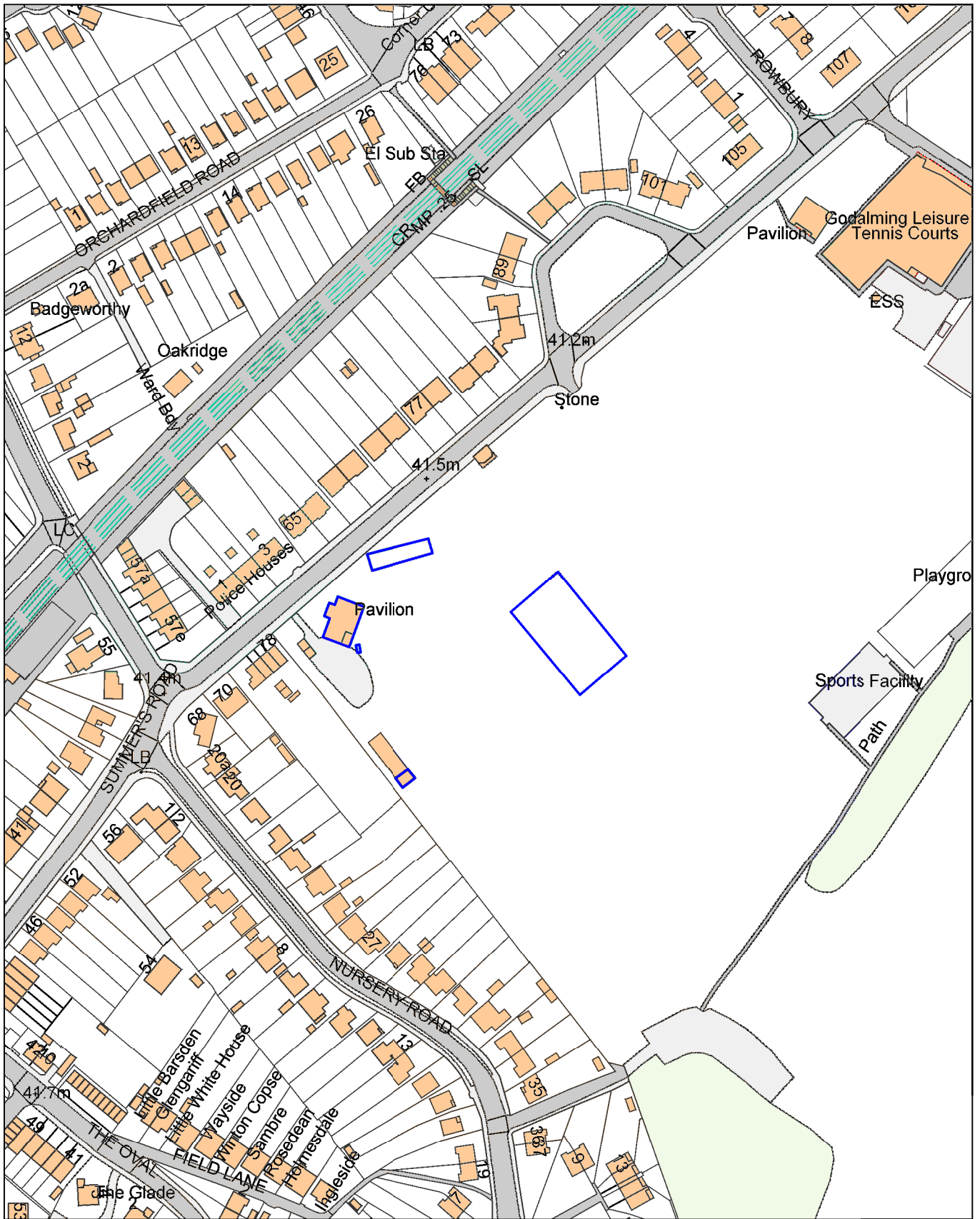
Proposed Site of Bus Stop Shackstead Lane Godalming

Scale 1: 1,250

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 Ordnance Survey LA100025451.



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Surrender and Renewal Farncombe Cricket Club Broadwater Park

Scale 1: 2,056

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APPENDIX I

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 4 JUNE 2013

Title:

QUEEN ELIZABETH II FIELDS CHALLENGE

[Portfolio Holder: Cllr Julia Potts]

[Wards Affected: Haslemere Critchmere and Shottermill, Godalming Holloway, Haslemere East and Grayswood]

Summary and purpose:

This report is seeking agreement to establish the three nominated sites; Holloway Hill, Haslemere and Woolmer Hill recreation grounds as Queen Elizabeth II Fields by means of a non-charitable deed of dedication through negotiations with Fields in Trust.

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

This report relates to two of the Council's Corporate Priorities:

Environment - protecting and enhancing nominated sites to preserve the unique mix of rural and urban communities.

Leisure and lives – The nominated sites will assist in giving opportunities for all to take part in sport, recreation and other leisure activities to promote health and well-being for all.

Financial Implications:

To become a QEIIFC site, the Council will incur initial and perhaps further minor costs. Legal and valuation costs are estimated to be around £1,500-£2,000.

Legal Implications:

Deeds of Dedication are legally binding contracts which will ensure the protection of the site in perpetuity.

1. Introduction

- 1.1. The Council was approached by Fields in Trust (FIT) who is running the "Queen Elizabeth II Fields Challenge" (QEIIFC) scheme to see whether the Council would like to join other local authorities participating in the scheme and nominate eligible sites to be protected from development by the Queen Elizabeth II designation.

1.2. The QEIIFC is a grassroots legacy programme to mark Her Majesty the Queen's Diamond Jubilee and the London Olympics. It has received official endorsement by the Queen and the aim is to protect playing fields in communities all across the country to be known as Queen Elizabeth II Fields (a 21st century version of the hugely popular King George V Memorial Fields).

2. Benefits for playing fields

- Exceptional opportunity to be part of a high profile national campaign
- Method of demonstrating commitment to outdoor recreational space both now and in the future
- Protecting playing fields from future development and loss
- Excellent and cost effective way to embed the legacy of the Diamond Jubilee and London Olympics
- Platform to help achieve key targets around increasing physical activity and promoting the sustainability agenda
- Access to improvement funds restricted to Queen Elizabeth II Fields, such as SITA Trust, London Legacy Fund, Sport England's Protected Playing Fields Fund and Queen Elizabeth II Fields County Funds

3. Progress to date

3.1. So far three sites have been nominated; **Holloway Hill Recreation Ground**, Godalming, **Haslemere Recreation Ground** and **Woolmer Hill Recreation Ground** both in Haslemere.

4. The next step

4.1. To progress matters further the Council is required to approve the nominated sites for a non-charitable deed of dedication.

5. Non-charitable deed of dedication

5.1. This would protect the nominated sites through contract law and preserve their status as important outdoor recreation spaces. Any development of these sites which falls outside their permitted use will be limited by FIT to ensure the sites are safeguarded. If the Council wishes to dispose of the land, this may be possible with the consent of FIT. Additionally, the entire proceeds of any disposal should normally be re-applied to new sport, recreation and/or playing facilities, with priority given to outdoor prior to indoor facilities.

5.2. A non-charitable deed will not affect future sport and recreation provision as FIT provide flexibility for each site to ensure these can be taken into account.

5.3. Whilst there remains the option to set up a charitable deed of dedication, which involves protecting the sites under charity law, after consultation with the Council's legal section and looking at best practice, due to time constraints and additional costs imposed, this is not recommend.

6. Conclusion

6.1. Queen Elizabeth II Fields Challenge (QEIIFC):

- Will not restrict the Councils plans to improve sport and recreation facilities on site
- Will protect the site in perpetuity as a key open space leisure facility and give comfort to our residents that the Council wishes to protect and enhance sites
- Supports access to ring fenced external funding for site improvements
- Offers publicity opportunities to raise profile locally and nationally
- Will result in the site being limited in the future to the defined activities that appear in the deed
- Likely to be well received by local residents and sports clubs who want to secure the future of the site

Recommendation

To approve the selection of a non-charitable deed of dedication to protect our nominated QEIIFC sites (Holloway Hill Recreation Ground, Haslemere Recreation Ground and Woolmer Hill Recreation Ground).

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APPENDIX J

WAVERLEY BOROUGH COUNCIL

SPECIAL INTEREST GROUPS (SIGS) 2013-2014

Below are the Special Interest Groups which are to be reconstituted in 2013/14:-

1. **HEALTHCARE AND WELLBEING SIG (7)**

Portfolio Holder: Cllr Robert Knowles

Membership: To be advised by the Portfolio Holder in due course.

2. **CONSTITUTION SIG (6)**

Portfolio Holder: Cllr Robert Knowles

Membership: To be advised by the Portfolio Holder in due course.

3. **SUPERFAST BROADBAND SIG (6)**

Portfolio Holder: Cllr Stephen O'Grady

Membership: To be advised by the Portfolio Holder in due course.

APPENDIX K

WAVERLEY BOROUGH COUNCIL MEMBER APPOINTMENTS TO OUTSIDE BODIES 2013-2015

Category A: Organisations of Regional Strategic Significance

			<i>Usually held by (if applicable)</i>
A1	Blackwater Valley Advisory Committee for Public Transport	Cllr Maurice Byham	
A2	Farnborough Aerodrome Consultative Committee	Cllr Peter Isherwood Cllr Stephen O'Grady	
A3	Surrey Leaders Group Surrey Waste Partnership	Cllr Brian Adams	<i>Portfolio Holder for Environment</i>
A4	Surrey Leaders Group Surrey Climate Change Partnership Member Group	Cllr Brian Adams	<i>Portfolio Holder for Environment</i>
A5	Local Government Association Rural Commission	Cllr Bryn Morgan	
A6	Local Government Association Urban Commission	Cllr Stephen O'Grady [Reserve: Cllr Julia Potts]	
A7	South East England Councils	Cllr Robert Knowles [Reserve: Cllr Mike Band]	<i>Leader</i>
A8	South East Employers	Cllr Mike Band	<i>Portfolio Holder for HR</i>
A9	South East Employers Local Democracy and Accountability Network	Cllr Peter Isherwood	
A10	SCC – Supporting People Advisory Group	Cllr Jenny Else	
A11	SCC – Surrey Heathland Project	Cllr Tony Gordon-Smith Cllr Denis Leigh	
A12	SCC – Surrey Museums Consultative Committee	Cllr Julia Potts	
A13	Surrey Hills Partnership	Cllr Mike Band Cllr Peter Isherwood	
A14	Surrey Hills AONB Board	Cllr Mike Band	
A15	Surrey Leaders' Group	Cllr Robert Knowles	<i>Leader</i>
A16	Surrey Rural Partnership	Cllr Brian Adams	
A17	Parking and Traffic Regulation Outside London Adjudication Joint Committee (PATROL)	Cllr Carole King	<i>Portfolio Holder for Parking</i>

A18	Royal Surrey County Hospital Foundation Trust	Cllr Peter Isherwood	
A19	District Councils Network	Cllr Robert Knowles [Reserve: Cllr Mike Band]	<i>Leader</i>
A20	SurreySave	Cllr Mike Band	
A21	Surrey Police and Crime Panel	Cllr Pat Frost	

Category B: Organisations that receive large Capital/Revenue Support

B1	Age UK Waverley	2 places	
B2	Brightwells Gostrey Centre Committee	Cllr Gillian Beel	
B3	Citizens Advice Bureaux Management Committee (combined)	Cllr Nick Williams	
B4	Cranleigh Arts Centre Limited	Cllr Julia Potts Cllr Janet Somerville	
B5	Godalming Museum Trust	Cllr Adam Taylor-Smith	
B6	Haslemere and District Age Concern (now known as The Orchard Club, Haslemere)	Cllr Jim Edwards	<i>Haslemere councillor</i>
B7	The Clockhouse	Cllr Elizabeth Cable	
B8	Waverley Community Transport Forum (HOPPA)	Cllr Peter Isherwood	
B9	Waverley Voluntary Grants Panel	Cllr Stefan Reynolds Cllr Denis Leigh	<i>Portfolio Holder +1</i>
B10	Farncombe Day Centre	Cllr Nick Williams	

Category C: Organisations that have relevance to WBC Strategic Plans

C1	Farnham and District Sports Advisory Council	Cllr Carole Cockburn Cllr Wyatt Ramsdale	<i>Farnham wards</i>
C2	Farnham Maltings Council of Management	Cllr Julia Potts Cllr Jennifer O'Grady	<i>Portfolio Holder for Leisure +1</i>
C3	Farnham Park Advisory Group	Cllr Julia Potts Cllr Donal O'Neill	
C4	Godalming Community Interest Group	Cllr Jane Thomson	<i>Godalming wards</i>
C5	Haslemere Hall Committee	Cllr Carole King Cllr Keith Webster	<i>Haslemere wards</i>

C6	New Ashgate Gallery Trust, Farnham	Cllr John Ward	
C7	Sport Godalming	Cllr Tony Gordon-Smith Cllr Ross Welland	<i>Godalming wards</i>
C8	Sport Haslemere	Cllr Carole King	<i>Haslemere wards</i>
C9	South West Surrey Farmers' Markets Co-operative Stakeholder Group	Cllr Stefan Reynolds	
C10	Waverley Cycling Forum	Cllr Diane James Cllr Maurice Byham	
C11	Waverley Community Mediation Service Management Committee	Cllr Keith Webster Cllr Elizabeth Cable	
C12	Wey and Arun Steering Group	Cllr Maurice Byham	

Category D and E: Appointed as Trustees

D1	Bishop Sumner Educational Foundation	Cllr Stephen O'Grady
D2	Edwin Abbot Cottages Trust *	Mr Len Bate Cllr Brian Adams Cllr Stella Andersen-Payne
E1	Hale Cottage Trust	Cllr Pat Frost Cllr Julia Potts

* In the past, the Council has appointed non-councillor local people to be the Council nominees

Updated May 2013