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Date: 1 December 2017

Dear Councillors

COUNCIL - 5 DECEMBER 2017

I refer to the agenda for Council, on Tuesday, 5 December 2017 and now enclose the following item which was marked To Follow in your agenda papers:

1. MINUTES OF THE EXECUTIVE (Pages 3 - 14)

To receive the minutes of the meeting of the Executive held on 28 November 2017.

Yours sincerely

Emma McQuillan
Democratic Services Manager



INVESTOR IN PEOPLE

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE - 28 NOVEMBER 2017

SUBMITTED TO THE COUNCIL MEETING – 5 DECEMBER 2017

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

Present

Cllr Julia Potts (Chairman)	Cllr Jim Edwards
Cllr Tom Martin (Vice-Chairman)	Cllr Jenny Else
Cllr Brian Adams	Cllr Ged Hall
Cllr Andrew Bolton	Cllr Carole King
Cllr Kevin Deanus	Cllr Chris Storey

Also Present

Councillor Carole Cockburn and Councillor Peter Isherwood

71. MINUTES (Agenda item 1)

The minutes of the meeting held on 10 October 2017 and of the special meeting held on 6 November 2017 were confirmed and signed as a correct record.

72. DECLARATIONS OF INTERESTS (Agenda item 3)

The Interim Managing Director and Strategic Director of Finance and Resources declared interests in Agenda Item 19 and left the meeting during consideration of the item.

73. QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 4)

The Executive received the following question from Mr David Beaman of Farnham in accordance with Procedure Rule 10:

"Would WBC be prepared to consider on a case by case basis issuing a free parking permit to blue badge holders who live outside Waverley but work in Waverley on a regular basis - the particular person in mind lives in Guildford but works as a volunteer at the Godalming Hub and has been issued with a permit to continue parking free of charge at Royal Surrey County Hospital."

The answer from the Portfolio Holder for Environment is as follows:-

"Whilst the council recognises the value of all volunteers and appreciates their contribution to the community, the council is unfortunately not able to offer free parking to all of the people who volunteer within the borough. It would be unfair to offer free permits to some volunteers and not others. This is the case across most organisations and authorities in Surrey, including the Royal Surrey County Hospital which does not issue permits for volunteers, only long term patients.

Waverley Borough Council can only issue free parking permits to Blue Badge holders who meet the qualifying criteria and who live within the borough."

PART I - RECOMMENDATIONS TO THE COUNCIL

Background Papers

Unless specified under an individual item, there are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to the reports in Part I of these minutes.

74. BUDGET MANAGEMENT REPORT AND MID YEAR REVIEW (Agenda item 5)

74.1 The Executive has considered the report providing a mid-year review of the 2017/18 budget for the General Fund and the Housing Revenue Account against the forecast to 31 March 2018, based on the latest information available.

74.2 The Executive has RESOLVED that

1. the latest position against the budget in 2017/18 be noted;
2. £50,000 of the one-off property income be approved to the property income provision, as detailed in paragraph 6;
3. a budget of £10,000 for economic initiatives to help support local businesses, as detailed in paragraph 9 and authority be delegated to the Strategic Director for Front Line Services and the Portfolio Holder responsible for business support to agree how to allocate;
4. the spending of the additional planning income by an increase of 20% on planning fees in 2017/18 on delivering the improvement plan be approved, as detailed in paragraph 13;
5. a virement of £20,000 from replacement of the property database system to some of the cost of the call management system be approved, as detailed in paragraph 19;
6. a virement of £12,000 from desktop and server upgrades to the scanning of the planning files be approved, as detailed in paragraph 20;
7. a virement for £40,000 from the Control and Management of Oak Processionary Moth and Ash Dieback and the repair works at Aarons Hill Skate Park to security measures in parks and recreation grounds be approved, as detailed in paragraph 21;
8. a short-term bridging loan to the value of £50,000 be made to Dunsfold Parish Council to enable the early completion of the play facilities project included in Waverley's Capital Programme, subject to a signed legal agreement, as detailed in paragraph 24;
9. a virement of £1 million from the contingency on the high value asset levy to an earmarked reserve for potential cost with the introduction of Universal Credit be approved, as detailed in paragraph 27;

10. a virement of £10,000 be approved for windows at Hillcroft, Haslemere from HRA core capital programme savings, as detailed in paragraph 30;
 11. a virement of £20,000 into the garage repairs project from HRA core capital programme savings be approved, as detailed in paragraph 33; and
 12. a virement of £30,000 from the Core Capital savings to Tree works be approved, as detailed in paragraph 35.
- 74.3 This financial year, the workstream of aids and adaptations has been under a lot of demand pressure. To date the full £200,000 budget has been committed and demand remains high. It is requested that a further budget of £100,000 budget be approved, to be vired from savings on the core capital programme.
- 74.4 An internal remodelling pilot scheme is underway which will spend £40,000 of the £140,000 budget relating to structural and damp works. The remaining will not be spent this financial year and therefore it is requested that £100,000 is carried forward to continue works in 2018/19.
- 74.5 The revised HRA New Build capital programme budget for 2017/18 is £12.1m, including rescheduling from 2016/17. As previously reported savings of £0.7m will be achieved. Ockford Ridge Site A construction works are due to begin in 2018. Site preparation works such as demolition due to be carried out before the end of this financial year will not utilise the full approved budget before year end, therefore it is requested that £240,000 be rescheduled into 2018/19.
- 74.6 The Executive now

RECOMMENDS that

- 19. a virement of £100,000 into Aids and Adaptations from HRA core capital programme savings be approved, as detailed in paragraph 32;**
- 20. the rescheduling of £100,000 for Internal Remodelling works into 2018/19 be approved, as detailed in paragraph 33; and**
- 21. the rescheduling of £240,000 for Ockford Ridge Site A into 2018/19 be approved, as detailed in paragraph 40.**

[Reason: To consider a mid-year review of the 2017/18 budget for the General Fund and the Housing Revenue Account against the forecast to 31 March 2018, based on the latest information available.]

75. FRAMEWORK FOR WAVERLEY'S NEW CHIEF EXECUTIVE AND STRATEGIC DIRECTOR ROLE (Agenda item 19)

[This item contains exempt information by virtue of which the public is likely to be excluded during the item to which the report relates, as specified in Paragraph 1 of the revised Part I of Schedule 12A to the Local Government Act 1972, namely:-

Information relating to any individual]

- 75.1 Following the departure of the previous Head of Paid Service, the Council appointed Tom Horwood as interim Managing Director and Head of Paid Service. The appointment took effect on 1 August 2017 for a period of up to 6 months on a part-time arrangement involving two to four days per week, as necessary to meet the demands of the job.
- 75.2 Tom Horwood is also an Executive Director for East Hampshire District Council and Havant Borough Council under shared management arrangements. The Executive received a separate report on its agenda providing an update on his assignment to date, which is currently scheduled to end on 31 January 2018.
- 75.3 Waverley's Strategic Director - Front Line Services and Interim Returning Officer and Electoral Registration Officer will be leaving the Council at the end of December 2017 to take up a new role. As a busy Council, with clear expectations and targets to be delivered this year, it is important that the Council takes steps to retain sufficient Director level capacity within the organisation on an interim basis, while agreeing the process for securing permanent appointments to the roles of both Chief Executive and Strategic Director.

Interim Arrangements

- 75.4 In advance of the process to secure a permanent replacement, it is proposed that the existing arrangements be extended to retain Tom Horwood as Waverley's Interim Managing Director. It is also proposed that he undertake the statutory roles of Returning Officer and Electoral Registration Officer on an interim basis, with effect from 1 January 2018.
- 75.5 In advance of the process to secure a permanent replacement for the Strategic Director role, an interim Director has been selected following an interview process for a temporary period until that appointment is made. It is therefore recommended that the Council appoints Annie Righton on an interim basis to this role. Her CV is attached to this report as (Exempt) Annexe 2.

Permanent posts

- 75.6 It is imperative that a robust and resilient senior management resource is in place and therefore a full-time Chief Executive role with two full-time Strategic Directors is the proposed model. This structure compares favourably with other local authorities of this size with retained housing

functions that typically have a Chief Executive and between two and four directors.

75.7 In order to progress the permanent appointments, the Council has secured the services of Solace in Business, a leading recruitment specialist in local government with a strong track record in appointments to both Chief Executive and Director level roles. Having considered initial advice from Solace in Business, it is proposed that:

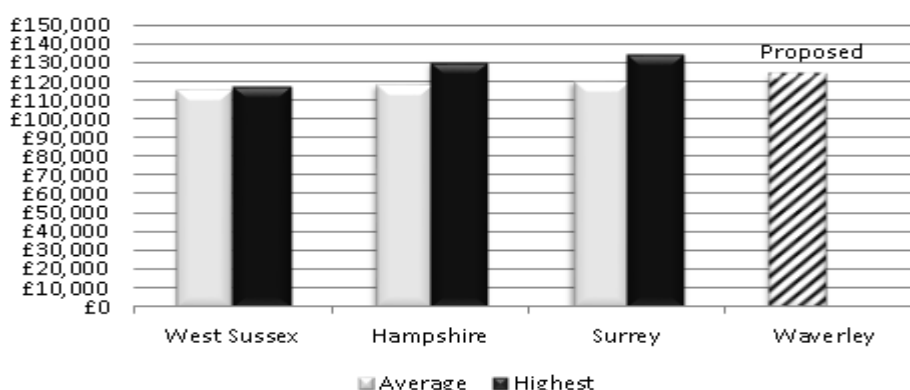
- a) the appropriate job title, given the strategic direction of the council, for the role previously titled 'Executive Director', should be Chief Executive; and
- b) the job title for the two director roles should both be Strategic Director.

75.8 To determine the appropriate salary level for the Chief Executive post, Solace in Business have conducted a benchmarking exercise of previously published salaries for similar posts. This has taken into account remuneration rates that operate in District and Boroughs within Surrey and the neighbouring Counties, the relative size and complexity of this borough with its 4 distinct settlements, the range of services provided by the Council including the significant housing landlord function, and the scale of what the Council wishes to achieve over the coming years. The benchmarking information has also been considered in the context of this Council's strong commitment to value for money. Drawing on this, it is recommended that the total remuneration (including all internal allowances) for the Chief Executive is £124,000 and that Waverley's approved pay scale is updated accordingly.

75.9 This represents an increase on the current remuneration rate of £119,195 which comprises a number of different elements including salary, fixed expenses allowance, lease or essential car allowance and out of hours payment. The proposed remuneration package is more transparent and marketable and would place Waverley just above the average point for Surrey Boroughs and Districts and below the top quartile salaries identified in the benchmarking exercise. This is further illustrated in the diagram below which includes comparisons with the two neighbouring counties.

District and Borough Chief Executive Salaries

Chief Executive Salary Comparison



75.10 Currently the pay package for the two Strategic Directors comprises of a number of different elements including salary, fixed expenses allowance, lease or essential car allowance and out of hours payment. The Strategic Director grade is also subject to annual increments. It is proposed to consolidate the Strategic Director grade into one spot salary similar to the approach proposed for the Chief Executive role, and remove the various components that exists currently and also remove the incremental progression. This should make the role more transparent and more marketable.

75.11 The benchmarking exercise for the Strategic Director role has confirmed that no major change is necessary as the maximum grade package offered is already competitive.

Appointment to the Permanent Roles

75.12 Given that the Council will have two interim arrangements at the top of its staffing structure from January, it is important to proceed as quickly as possible with the process to fill these posts on a permanent basis.

75.13 It is proposed to start a structured recruitment process, advised on and supported by Solace in Business, with a view to recommend to the Council appointment to the vacant posts of:

a) Chief Executive (to include the statutory functions of Head of Paid Service, Returning Officer and Electoral Registration Officer), and

b) Strategic Director.

75.14 It is also proposed that the membership of the selection panel for both the Chief Executive role and the Strategic Director roles will comprise the Council Leader, representatives from the Executive and the Leader or Deputy Leader of the minority group. The selection panel will be supported by HR support and the Council's advisors, Solace in Business.

75.15 The Council will undertake a rigorous selection process that reflects the advice of Solace in Business, which may include some or all of the following:

- a technical interview by a highly experienced current / previous local government Chief Executive
- assessment by a local stakeholder panel with representation from a range of statutory and non statutory partners.
- Occupational Testing
- a final interview by a selection panel of Council Members supported by HR advice and Solace in Business

75.16 Once an appointment has been agreed by the Council, the newly appointed Chief Executive will then have the opportunity to participate in the selection of the Strategic Director even if they have not yet commenced their employment with Waverley Borough Council in this role. Officers have discussed the process with the Council's external auditors as part of developing this approach.

Financial Implications

- 75.17 It is estimated that additional budget will be required in 2017/2018 if both interim arrangements continue to 31 March 2018. The additional cost of the change from Executive Director to Chief Executive is estimated to be £7,000 in a full year and this amount will be included in the 2018/19 budget. Any other changes are contained within the total salary budget for the Management Board Team.
- 75.18 The cost of the recruitment exercise for the new Chief Executive and vacant Strategic Director post, supported by experienced independent recruitment consultants (Solace in Business) from initial consultation to final interviews cannot be met from existing budgets. This includes executive search, bespoke micro-site, long listing, short listing, assessment centre and advertising costs.
- 75.19 As there is no budget provision for these one-off costs in 2017/18, a supplementary estimate of up to £30,000 is requested to cover the additional interim costs and the costs of external recruitment experts.

Legal Implications

- 75.20 The Council may appoint whatever officers it thinks are necessary to carry out any function it is responsible for discharging. Despite this general flexibility, section 4(1) of the Local Government and Housing Act 1989 places an obligation on the Council to designate one of its officers as head of the authority's paid service (Head of Paid Service). This officer is usually the Council's Chief Executive or Managing Director. Until the appointment of the Interim Managing Director this had been the Council's Executive Director.
- 75.21 Sections 4(2) and 4(3) of the Act provide that the Head of Paid Service is responsible for preparing reports on the way the Council's staff is organised, staffing needs and on the co-ordination of how the council's functions are discharged.
- 75.22 Schedule 1 Part II paragraph 4(1) of the Local Authorities (Standing Orders) (England) Regulations 2001 states that the function of the appointment of the Head of Paid Service must be exercised by Full Council before an offer of appointment is made.
- 75.23 Part 1 Article 4 paragraph 4.02(m) and Part 3 ('Responsibility for Functions') Section B of Waverley's Constitution also states that only Full Council may confirm the appointment of the Head of Paid Service and Strategic Directors.
- 75.24 Part 3 ('Responsibility for Functions') Section B of Waverley's Constitution confirms that functions relating to elections, including (for example) the duty to appoint an Electoral Registration Officer, Returning Officer, or division of the borough into polling districts are reserved to Full Council.
- 75.25 Part 1 Article 12 paragraph 12.01 of Waverley's Constitution states that the Executive Director will undertake the role of Head of Paid Service and Returning Officer unless otherwise agreed by Council. Under the current arrangements the Interim Managing Director fulfils the statutory role of Head

of Paid Service. The Returning Officer and Electoral Registration Officer statutory functions are fulfilled by the Strategic Director - Front Line Services.

75.26 In summary, appointments to the roles of Chief Executive, Head of Paid Service, Returning Officer, Electoral Registration Officer and Strategic Director - Front Line Services are all matters that must be decided by Full Council. Details of each relevant statutory role are set out in Annexe 1.

75.27 The Executive now

RECOMMENDS that

- 22. arrangements be made for Tom Horwood to continue as Waverley's Interim Managing Director until Waverley appoints a permanent Chief Executive and that he also undertake the statutory functions of Returning Officer and Electoral Registration Officer with effect from 1 January 2018;**
- 23. Annie Righton be appointed as Interim Strategic Director with effect from 1 January 2018;**
- 24. the Council's permanent Senior Management Team be comprised of a full-time Chief Executive and two full-time Strategic Directors with effect from 1 January 2018;**
- 25. Waverley's pay scales, as included in the approved pay policy, be revised to include the Chief Executive and Strategic Director pay proposals set out in this report, with effect from 1 January 2018;**
- 26. the Chief Executive position includes the statutory functions of Returning Officer and Electoral Registration Officer; and**
- 27. the recruitment process commences to appoint to the vacant Chief Executive role and Strategic Director role, with external advice and support provided by Solace in Business.**

[Reason: to outline the recruitment framework for the Council's Chief Executive and Strategic Director roles]

PART II - MATTERS OF REPORT

The background papers relating to the following items are as set out in the reports included in the original agenda papers.

76. SETTING OF COUNCIL TAX BASE AND BUSINESS RATES BASE FOR 2018/19
(Agenda item 6)

RESOLVED that

1. the council tax base for Waverley be approved for the year 2018/19, as shown in Annexe 1 to the report; and

2. the business rate estimates for 2018/19 be approved, as set out in the table in paragraph 4, and that authority be delegated to the Strategic Director for Finance and Resources, in conjunction with the Finance Portfolio Holder, to make any final changes necessary before the NNDR1 return is submitted to the Government on 31 January 2018.

[Reason: to approve the council tax base and business rates estimates].

77. COUNCIL TAX DISCRETIONARY RELIEF POLICY (Agenda item 7)

RESOLVED that

1. the Council Tax Discretionary Relief Policy be approved, as set out in Annexe 1; and
2. authority be delegated to the Head of Finance to apply discretion and make decisions to award discretionary relief, including any sub-delegation of those powers, and if an objection is received the Head of Finance considers the case, and the scheme of delegation amended in due course.

[Reason: to review and adopt the discretionary relief policy]

78. REPORT OF THE INDEPENDENT REMUNERATION PANEL (Agenda item 8)

[Cllr Peter Isherwood attended the meeting and spoke on this item].

RESOLVED that the Independent Remuneration Panel be requested to review the level of Special Responsibility Allowance paid to the Audit Committee Chairman and Vice-Chairman, with any revisions to the report being made prior to its consideration at the February Council meeting.

79. CUSTOMER SERVICES REVIEW (Agenda item 9)

RESOLVED that the delivery and implementation of the workstreams set out in the report be approved as the next stage of the Customer Services Review.

[Reason: To receive feedback from the Value for Money and Customer Services Overview and Scrutiny Committee held on 30 October on the Customer Services Review, and to agree the schedule of activity programmed until March 2019.]

80. COMMUNITY INFRASTRUCTURE LEVY: DRAFT CHARGING SCHEDULE (Agenda item 10)

RESOLVED that

1. the CIL Draft Charging Schedule, attached as Annexe 1, be approved for the purpose of consultation; and
2. authority be delegated to the Head of Planning Services, in consultation with the Portfolio Holder for Operational Planning, to approve any subsequent minor changes to the Draft Charging Schedule, including the draft

instalments policy, and other supporting documents, before consultation commences.

[Reason: to set out the Council's approach to collecting developer contributions towards infrastructure and seek approval to consult on the draft charging schedule, setting out the proposed next steps leading to the adoption of the CIL Charging Schedule and its implementation.]

81. BROWNFIELD LAND REGISTER (Agenda item 11)

RESOLVED that the contents of the report, which details the statutory requirement for the Council to prepare and compile a Part 1 of the Brownfield Land Register by 31 December 2017, be noted.

[Reason: to inform members about the Town and Country Planning (Brownfield Land Register) Regulations 2017 and the Town and Country Planning (Permission in Principle (PiP)) Order 2017]

82. PLANNING DEVELOPMENT CONTROL: PERFORMANCE AGAINST GOVERNMENT TARGETS AND IMPROVEMENT PLAN (Agenda item 12)

[Cllrs Carole Cockburn and Peter Isherwood attended the meeting and spoke on this item]

RESOLVED that

1. training for officers and members in relation to supporting the Council's compliance with Government appeals (quality) target be put in place;
2. performance against Government indicators be included within all Area Planning Committee agendas;
3. the Development Control Improvement Plan be adopted as the detailed service improvement plan for Development Management/Control;
4. the timescales for achievement of workstreams in the Improvement Plan be kept under review, taking into account the availability of resources to support implementation of the Plan;
5. regular updates on progress with the Plan's actions be discussed and agreed with the Planning Operations Portfolio Holder and a full update be reported to Executive in six months time (April 2018); and
6. authority be delegated to the Head of Planning Services, in consultation with the Planning Operations Portfolio Holder, to vire the additional income spending of the raised income from the expected increase in Planning fees to support implementation of the Development Management Improvement Plan and other appropriate improvements to the Service.

[Reason: to provide an update on the Council's latest performance against the Government's targets for speed and quality for planning applications and present

the outcome of the Review of the Development Control Function that followed the Cratus Strategic Review, making recommendations for improvement of the service].

83. HOME IMPROVEMENT POLICY (Agenda item 13)

RESOLVED that the Home Improvement Policy be adopted.

[Reason: To adopt a revised Private Sector Home Improvement Policy for Waverley that will allow the Council to extend the range of assistance available to vulnerable residents to help them remain living safely and independently in their own homes.]

84. REPORTS AND RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY COMMITTEES (Agenda item 14)

The Executive received the report of the Overview and Scrutiny Committees and thanked all of the Committees for their hard work. The Executive

RESOLVED that

1. the strategic direction of the Council be clearly developed and publicised and clear timeframes be included for when the strategic vision will be in place;
2. improved communication of the role of Waverley Training Services with key stakeholders and promotion in the community of the service's benefits for young people should be put in place;
3. the Orchard – Agresso interface be expedited as a matter of high priority, to release staff resources from unnecessary invoice administration, and to ensure that Waverley's management accounts accurately reflect order commitments;
4. funding be prioritised in the 2018/19 budget for specialist rent management software to support officers to maintain Waverley's good performance on rent collection, bearing in mind that rental income drives the Housing Revenue Account Business Plan;
5. the Housing Overview and Scrutiny Committee supported the proposed development of the sheltered housing service to address the cut in funding from Surrey County Council, and the necessary growth bid within the Housing Revenue Account, along with the proposed re-branding as *Senior Living Schemes*, although it was suggested that a more 'homely' alternative to *Schemes* would make them sound more attractive; and it was agreed that members should be advised of the dates and times of consultation meetings to be held at each of the Sheltered Housing Schemes, so that they could attend and provide reassurance to residents of Waverley's commitment to the Sheltered Housing Service.

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

85. LEASE OF ALLOTMENT LAND, WEYBOURNE ROAD, FARNHAM (Agenda item 15)

RESOLVED that a long lease be granted for the allotments at Weybourne Road, Farnham to Farnham Town Council for a peppercorn rent, with other terms and conditions to be negotiated by the Estates and Valuation Manager.

[Reason: to consider property-related matters in the borough]

86. LEASE RENEWAL FOR SCOUT HUT, HALE RECREATION GROUND, FARNHAM (Agenda item 16)

[This item contains exempt information by virtue of which the public is likely to be excluded during the item to which the report relates, as specified in Paragraph 3 of the revised Part I of Schedule 12A to the Local Government Act 1972, namely:-

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

RESOLVED that the lease for the Scout Hut at Hale Recreation Ground be renewed on terms and conditions as set out in the (Exempt) Annexe, with other terms and conditions to be agreed by the Estates and Valuation Manager.

[Reason: to consider a property-related matter]

87. INTERIM MANAGING DIRECTOR'S ACTION (Agenda item 17)

RESOLVED that the urgent actions taken by the Interim Managing Director relating to the Air Quality Audit and the Hickley's LEP Revenue Bid be noted.

88. UPDATE REPORT FROM THE INTERIM MANAGING DIRECTOR (Agenda item 18)

RESOLVED that the update of the interim Managing Director be noted.

The meeting commenced at 6.45 pm and concluded at 7.51 pm

Chairman