



Waverley Borough Council
Council Offices, The Burys,
Godalming, Surrey
GU7 1HR
www.waverley.gov.uk

To: All Members of the Council

Emma McQuillan, Democratic Services
Manager

Policy and Governance

E-mail: emma.mcquillan@waverley.gov.uk

Direct line: 01483 523351

Calls may be recorded for training or monitoring

Date: 7 October 2016

Dear Councillor

COUNCIL MEETING - TUESDAY, 18 OCTOBER 2016

A MEETING of the WAVERLEY BOROUGH COUNCIL will be held in the COUNCIL CHAMBER, COUNCIL OFFICES, THE BURYS, GODALMING on **TUESDAY, 18 OCTOBER 2016** at **7.00 pm** and you are hereby summoned to attend this meeting.

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR

Head of Policy and Governance

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AGENDA

1. MINUTES (Pages 5 - 10)

To confirm the Minutes of the Council meeting held on 19 July 2016 (herewith).

2. APOLOGIES FOR ABSENCE

The Mayor to report apologies for absence.

3. DECLARATIONS OF INTEREST

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.

4. MAYOR'S ANNOUNCEMENTS

5. QUESTIONS FROM MEMBERS OF THE PUBLIC

To answer any questions from members of the public, received in accordance with Procedure Rule 10. The deadline for submitting questions is 5pm on Tuesday 11 October.

Any questions received will be tabled, with a response, at the meeting.

6. QUESTION TIME

To answer any questions received in accordance with Procedure Rule 11.2.

7. MOTIONS

To receive any motions submitted in accordance with Procedure Rule 12.1.

8. MINUTES OF THE EXECUTIVE

To receive the minutes of the meetings of the Executive (coloured grey), held on:-

8.a 6 September 2016 (Pages 11 - 14)

8.b 27 September 2016 (Pages 15 - 104)

9. MINUTES OF THE AUDIT COMMITTEE (Pages 105 - 112)

To receive the minutes of the Audit Committee held on 13 September 2016 (coloured lilac).

10. MINUTES OF THE LICENSING AND REGULATORY COMMITTEE (Pages 113 - 114)

To receive the minutes of the Licensing and Regulatory Committee held on 22 September 2016 (coloured bright green).

11. MINUTES OF THE STANDARDS PANEL

To receive the minutes of the Standards Panel held on 10 October 2016 (coloured buff - To Follow).

12. LOCAL GOVERNMENT AND HOUSING ACT 1989
LOCAL GOVERNMENT (COMMITTEES AND POLITICAL GROUPS)
REGULATIONS 1990 (Pages 115 - 122)

To consider the allocation of seats on principal Committees following the recent changes to the political composition of the Council, as attached.

13. EXCLUSION OF PRESS AND PUBLIC

To consider the following motion, to be moved by the Mayor, where appropriate:-

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 any matter on this agenda 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 the item(s), 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 of the Local Government Act 1972 (to be identified at the meeting).

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Agenda Item 1.

8

MINUTES of the WAVERLEY
BOROUGH COUNCIL held in
the Council Chamber, Council
Offices, The Burys, Godalming
on 19 July 2016 at 7.00 pm

Present

Cllr Chris Storey (Mayor)
Cllr Simon Inchbald (Deputy Mayor)

Cllr Brian Adams	Cllr Anna James
Cllr Mike Band	Cllr Carole King
Cllr Andrew Bolton	Cllr Robert Knowles
Cllr Maurice Byham	Cllr Martin Lear
Cllr Carole Cockburn	Cllr Denis Leigh
Cllr David Else	Cllr Andy MacLeod
Cllr Jenny Else	Cllr Tom Martin
Cllr Mary Forsyszewski	Cllr Stephen Mulliner
Cllr John Fraser	Cllr Nabeel Nasir
Cllr Pat Frost	Cllr Libby Piper
Cllr Michael Goodridge	Cllr Julia Potts
Cllr Tony Gordon-Smith	Cllr Stefan Reynolds
Cllr John Gray	Cllr David Round
Cllr Val Henry	Cllr Richard Seaborne
Cllr Christiaan Hesse	Cllr Jeanette Stennett
Cllr Stephen Hill	Cllr Stewart Stennett
Cllr Mike Hodge	Cllr Bob Upton
Cllr David Hunter	Cllr Liz Wheatley
Cllr Peter Isherwood	Cllr Nick Williams

Apologies

Cllr Kevin Deanus, Cllr Jim Edwards, Cllr Brian Ellis, Cllr Patricia Ellis, Cllr Ged Hall, Cllr Jill Hargreaves, Cllr Nicholas Holder, Cllr Denise Le Gal, Cllr Peter Martin, Cllr Kika Mirylees, Cllr Sam Pritchard, Cllr Wyatt Ramsdale, Cllr Simon Thornton, Cllr Ross Welland and Cllr John Williamson

Prior to the commencement of the meeting, prayers were led by the Reverend Alan Crawley.

15/16 MINUTES (Agenda item 1.)

The Minutes of the Meeting of the Annual Council held on 10 May 2016 and of the Extraordinary Council Meeting held on 24 May 2016 were confirmed and signed.

16/16 APOLOGIES FOR ABSENCE (Agenda item 2.)

Apologies for absence were received from Cllrs Kevin Deanus, Jim Edwards, Brian Ellis, Patricia Ellis, Ged Hall, Jill Hargreaves, Nicholas Holder, Denise Le Gal, Peter Martin, Kika Mirylees, Sam Pritchard, Wyatt Ramsdale, Simon Thornton and Ross Welland.

17/16 DECLARATIONS OF INTEREST (Agenda item 3.)

Cllr Mary Forszewska declared a non-pecuniary interest in Executive Minute No. 31 regarding the Local Plan as Chairman of Cranleigh Parish Council, former Chairman and continuing member of the Cranleigh Parish Planning Committee.

Cllr Pat Frost declared a non-pecuniary interest as a Surrey County Councillor.

Cllr Martin Lear declared an interest in Executive Minute No. 37 regarding the Bourne Recreation Ground as Chairman of the Recreation Ground Committee. He left the meeting during consideration of the item.

18/16 MAYOR'S ANNOUNCEMENTS (Agenda item 4.)

The Mayor reported that he had attended 66 events since his appointment, ranging from an attendance at Weydon School for the performance of Les Miserables to the unveiling of a cow in the High Street, Godalming.

The Mayor had held his Civic Service which he had thoroughly enjoyed and he thanked those who had come along. He informed members that he had a friend riding the Prudential 100 mile on 23 July and that any sponsorship would be welcomed.

19/16 QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 5.)

The following question was received from Mr Bob Lees, Chairman of the POW Campaign, in accordance with Procedure Rule 10:

“During the reviews and discussions of the draft Local Plan, the provision and funding of required infrastructure essential to support delivery of the Local Plan has come up on a number of occasions. An Infrastructure Delivery Plan has been referred to, but is still not available. In order to encourage development the Government has extended the Garden Towns and Cities scheme to encompass Garden Villages. The Garden Village scheme provides for new free standing and sustainable developments in the 1,500 to 10,000 house size. Certainly from a size if not sustainable perspective, it would appear that this Garden Village scheme is targeted at developments such as that proposed at Dunsfold Aerodrome. Although the scheme closes for applications on July 31st it has been open since March this year. Has Waverley Borough Council submitted the proposed Dunsfold Aerodrome development for inclusion in the Garden Villages scheme in order to benefit from some of the Government infrastructure money that would accompany a successful application? And if they have not then why haven't they done so, and what alternative funded plans are in place to provide the required infrastructure?”

The Leader of the Council responded as follows:-

“Thank you for your question Mr Lees. Yes, council officers are actually in the process of preparing an expression of interest in relation to the government's garden villages scheme and this relates to the Dunsfold Aerodrome settlement. This recognises that a settlement of 2,600 dwellings

and a retained and expanded business park with around 26,000 square metres of additional employment and commercial floorspace forms part of the Council's draft Local Plan.

Some of the potential benefits of this garden village scheme, as set out in the Government's prospectus to which you refer, include access to Government housing funding streams and ensuring that the local authority has the right skilled staff in place, or payment for key studies and assessments to support overcoming various barriers to delivery.

We understand that the support offered would be tailored to the specific needs of the Council, if we are successful. The expression of interest will be on a strictly without prejudice basis to the future determination of the current planning application for a new settlement at Dunsfold. However, an application needs to be made now to avoid missing the opportunity to bid for the community and the infrastructure benefits that could be forthcoming if the settlement is approved.

The expression of interest has the support of the landowner and will be submitted to be received by the Government deadline of 31 July 2016. Thank you".

20/16 MINUTES OF THE EXECUTIVE (Agenda item 8.)

21/16 MEETING OF 7 JUNE 2016 (Agenda item 8.a)

It was moved by the Chairman of the Executive, duly seconded and

RESOLVED that the Minutes of the Executive held on 7 June 2016 be approved and the recommendations contained therein adopted.

22/16 MEETING OF 12 JULY 2016 (Agenda item 8.b)

It was moved by the Chairman of the Committee, and duly seconded that the minutes of the meeting of the Executive held on 12 July 2016 be approved and adopted.

- i. Waverley Borough Local Plan Part I: Strategic Policies and Sites (Minute No. 31)

It was proposed by the Leader of the Council and seconded by Cllr Mike Band that the wording of Recommendation 16 be amended, with the addition of the text identified in bold and italic type, to now read:-

16. The Local Plan Part I, ***together with the Key Findings of the Draft Sustainability Appraisal (Annexe 3), the Local Plan Draft Infrastructure Delivery Schedule (Annexe 4), the Schedule of Proposed Amendments and the observations from the Joint Overview and Scrutiny Committee (Annexe 5)***, be approved for publication ***and to confirm that all other evidence bases and documents referred to will be published at the same time as the plan.***

The amendment was CARRIED.

When the Council moved to the recommendations, as amended, it was moved in accordance with Procedure Rule 17.4 that a recorded vote be taken on this item. The voting was taken by roll-call as follows:-

For (37)

Cllrs Brian Adams, Mike Band, Andrew Bolton, Maurice Byham, Carole Cockburn, David Else, Jenny Else, Mary Foryszewski, John Fraser, Pat Frost, Michael Goodridge, Tony Gordon-Smith, John Gray, Val Henry, Christiaan Hesse, Stephen Hill, Mike Hodge, David Hunter, Simon Inchbald, Peter Isherwood, Anna James, Carole King, Martin Lear, Denis Leigh, Andy MacLeod, Tom Martin, Stephen Mulliner, Nabeel Nasir, Libby Piper, Julia Potts, David Round, Jeanette Stennett, Stewart Stennett, Chris Storey, Bob Upton, Liz Wheatley and Nick Williams.

Against (none)

Abstentions (3)

Cllrs Robert Knowles, Stefan Reynolds and Richard Seaborne.

The recommendations were agreed.

(ii) Memorial Hall Redevelopment (Minute No.33)

Cllrs John Fraser and Andy MacLeod requested that their votes against the recommendations be recorded.

(iii) Report of the Constitution SIG (Minute No. 34)

Cllr John Fraser requested that his vote against Recommendation 26 be recorded.

[NB Cllr Martin Lear left the meeting prior to the commencement of consideration of Minute No. 37 due to his interest in the matter as Chairman of the Recreation Ground Committee]

RESOLVED that the Minutes of the Executive held on 12 July 2016 be approved and the recommendations contained therein adopted, as amended.

23/16 MINUTES OF THE STANDARDS PANEL (Agenda item 9.)

It was moved by the Chairman of the Panel, duly seconded and

RESOLVED that the Minutes of the Standards Panel held on 13 June 2016 be approved and the recommendation contained therein adopted.

24/16 MINUTES OF THE AUDIT COMMITTEE (Agenda item 10.)

It was moved by the Chairman of the Committee, duly seconded and

RESOLVED that the Minutes of the Meeting of the Audit Committee held on 21 June 2016 be approved and the recommendation contained therein adopted.

25/16 MINUTES OF THE LICENSING AND REGULATORY COMMITTEE (Agenda item 11.)

It was moved by the Chairman of the Committee, duly seconded and

RESOLVED that the Minutes of the Licensing and Regulatory Committee held on 7 July 2016 be approved and the recommendation contained therein adopted.

26/16 PUBLIC FOOTPATH DIVERSION - HURLANDS LANE, DUNSFOLD (Agenda item 12.)

RESOLVED that, pursuant to Section 257 of the Town and Country Planning Act 1990 (as amended), authorisation be granted for the diversion of footpath 298 to enable the development granted planning permission under reference WA/2015/0499 to commence.

27/16 VACANCY ON LICENSING AND REGULATORY COMMITTEE (Agenda item 13.)

RESOLVED that Cllr Anna James be appointed to the Licensing and Regulatory Committee to replace Cllr Stewart Stennett following his resignation from the Committee.

The meeting concluded at 9.14 pm

Mayor

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE - 6 SEPTEMBER 2016

SUBMITTED TO THE COUNCIL MEETING – 18 OCTOBER 2016

(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 Carole King
Cllr Andrew Bolton	Cllr Ged Hall
Cllr Kevin Deanus	

Also Present

Councillor John Gray and Councillor Jerry Hyman
Cllr Hyman spoke on Agenda Item 6 (Budget Management) and Agenda Item 10
(Appointment of Overview and Scrutiny Sub-Committees)

45. MINUTES (Agenda item 1)

The Minutes of the Meeting held on 12 July 2016 were confirmed and signed as a correct record.

46. DECLARATIONS OF INTERESTS (Agenda item 3)

There were no declarations of interest raised under this heading.

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.

47. BUDGET MANAGEMENT REPORT (Agenda item 6)

47.1 The Executive amended the third principle to be applied to HRA capital spending in paragraph 27(iii) by adding the text in bold and italics, to read as follows:-

- iii. No further capital commitments to new buildings or refurbishment projects are to be made unless a sound financial business case is agreed ***with the Director of Finance and Resources and the Portfolio Holder for Finance.***

47.2 The Executive noted the report and RESOLVED that

1. a supplementary estimate of £20,000 be agreed for external legal costs to defend the Council's position on the Judicial Review brought by the Farnham Interest Group (FIG), as detailed in paragraph 9;
 2. the allocation of £7,500 be approved from the General Fund urgent capital schemes budget for CCTV at Weyhill bring-bank, detailed in paragraph 14, and that the Director of Finance and Resources, in consultation with the Portfolio Holder, utilises funds from the Council's Emergency Funding provision to purchase a second CCTV unit for use elsewhere in the Borough;
 3. supplementary estimates of £10,000 be approved for external legal costs relating to the need to secure the services of a "litigation friend" through the courts as detailed in paragraph 19 of the report and £15,000 for external legal costs associated with addressing an Anti Social Behaviour case in housing, detailed in paragraph 20 of the report, to be funded from the HRA working balance;
 4. the school parking and Saturday garden waste collection budget additional income/savings proposals are not implemented in 2016/17, noting the impact on the budget as set out in paragraph 6(i);
 5. £40,000 be ring-fenced from the Council's Emergency Funding provision for voluntary organisations in anticipation of the required capital expenditure needed to deliver a fresh meals service from the Day Centres, as detailed in paragraph 8; and
 6. the HRA business plan principles as set in paragraph 27, as amended above, be approved.
- 47.3 In May 2016, the Council agreed to proceed with the major scheme to regenerate the Brightwells development site to bring much needed new community facilities, shops, restaurants and affordable housing to central Farnham. The Farnham Interest Group (FIG) has decided to challenge the Council's decision through a Judicial Review process. This will delay the scheme's commencement and is likely to incur significant legal costs. Given that delivering this important scheme is a key corporate priority, the Council will defend the Judicial Review challenge. It is proposed to allocate £250,000 initially to cover external legal costs to represent the Council in defending the claim. Therefore a supplementary estimate is requested to be funded from the Revenue Reserve fund in the first instance, but a review of other capital schemes may be necessary to reinstate the fund, which will be carried out as part of the mid-year budget review.
- 47.4 Given that the Council needs to incur legal costs immediately, the Executive agreed a supplementary estimate of £20,000 (as set out above) and now

RECOMMENDS that

- 32. a further supplementary estimate of £230,000 be approved for external legal costs to defend the Council's position on the Judicial Review brought by the Farnham Interest Group (FIG).**

[Reason: to provide a review against the budget for the General Fund and Housing Revenue Account]

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.

48. **EXECUTIVE FORWARD PROGRAMME** (Agenda item 5)

RESOLVED that the Executive Forward Programme be approved.

49. **APPROVAL TO SUBMIT A PLANNING APPLICATION: SITE A, OCKFORD RIDGE** (Agenda item 7)

RESOLVED that approval be given to the submission of a planning application for the development of the land at Site A, Ockford Ridge, Godalming, to provide up to 40 new homes, to support the redevelopment and refurbishment programme on the estate.

[Reason: to seek approval to submit a planning application]

50. **APPROVAL TO SUBMIT A PLANNING APPLICATION AND COMMONS CONSENT APPLICATION FOR FENCING ON THE LAMMAS LANDS** (Agenda item 8)

RESOLVED that

1. approval be given for a planning application to be submitted for permission to erect a handling pen and access gates on the Hell Ditch Meadow compartment of the Lammas Lands, Godalming; and
2. Officers be authorised to submit a PINS application for commons consent to erect a fenceline on the Hell Ditch Meadow compartment of the Lammas Lands.

[Reason: to seek approval to submit a planning application and commons consent application]

51. **PROPERTY MATTER - RE-GEAR OF LEASE, UNIT C, GUILDFORD ROAD TRADING ESTATE** (Agenda item 9)

RESOLVED that consent be given to the lease term being granted for Unit C, Guildford Road Trading Estate, Farnham, upon the terms and conditions as set out in the (Exempt) Annexe, with other terms and conditions being agreed by the Estates and Valuation Manager.

[Reason: to consider the property lease issue]

52. APPOINTMENT OF OVERVIEW AND SCRUTINY SUB-COMMITTEES (Agenda item 10)

RESOLVED that approval be given for each Overview and Scrutiny Committee to set up no more than two Sub-Committees to undertake in-depth review work in 2016/2017, with no more than one Sub-Committee per Committee to run at the same time.

[Reason: to streamline the process for approving the establishment of Overview and Scrutiny Committees until the review proposals can be implemented]

The meeting commenced at 6.45 pm and concluded at 7.26 pm

Chairman

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE - 27 SEPTEMBER 2016

SUBMITTED TO THE COUNCIL MEETING – 18 OCTOBER 2016

(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 Carole King
Cllr Andrew Bolton	Cllr Ged Hall
Cllr Kevin Deanus	

Also Present

Councillors Jerry Hyman, Bob Upton and John Williamson

53. MINUTES (Agenda item 1)

The Minutes of the Meeting held on 6 September 2016 were confirmed and signed as a correct record.

54. APOLOGIES FOR ABSENCE (Agenda item 2)

There were no apologies for absence received.

55. DECLARATIONS OF INTERESTS (Agenda item 3)

There were no declarations of interest raised under this heading.

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

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

“As you may be aware, implementing consent for Farnham’s Brightwells and Memorial Hall project was confirmed on 9 September by issue of the Decision Notice.

You may also be aware that this is an Environmental Impact Assessment project, the Town and Country Planning Regulations 2011 governing which require, and I quote from Part 1, Paragraph 3(4): “*The relevant planning authority or the Secretary of State or an inspector shall not grant planning permission or subsequent consent pursuant to an application to which this regulation applies unless they have first taken the environmental information into consideration, and they shall state in their decision that they have done so.*”

Also, Schedule 4 of the Regulations details the Information for inclusion in environmental statements, including, and I quote from Part 1 para 6 and Part 2 para 5: “*A non-technical summary of the information provided*”

This is to ensure that not only the planning officers, but also the public and non-technical councillors, can assess the likely consequences of the development on a fully informed basis BEFORE permission is granted.

However, you may not be aware that a Non-Technical Summary for the whole project has NOT been provided, and that the Portfolio Holder for the project has confirmed that further assessment of the Traffic Impacts is required, but that this will not be carried out until AFTER work on the project has commenced.

Will you please confirm that the Implementing Consent for this project is therefore in breach of the Planning Regulations?"

The East Street (Brightwells) project is authorised by the extant planning permission under WA/2016/0268 and prior to that, the permissions under WA/2012/0912 and WA2008/0279. The original Environmental Statement submitted as part of the 2008 Permission and the addendums submitted in 2012 and 2016 were comprehensively assessed and considered to satisfactorily address the environmental impacts of the scheme. The recent decision to grant permission under s73 for minor material amendments under WA/2016/0268 included an EIA addendum that updated the original EIA. Although a "Non Technical Summary" was not submitted with that application, it was provided in summary form.

May I confirm therefore that the extant permission has been lawfully granted and that there is no breach of the EIA Regulations."

The Leader, Cllr Julia Potts, responded:

"The East Street (Brightwells) project is authorised by the extant planning permission under WA/2016/0268 and prior to that, the permissions under WA/2012/0912 and WA2008/0279. The original Environmental Statement submitted as part of the 2008 Permission and the addendums submitted in 2012 and 2016 were comprehensively assessed and considered to satisfactorily address the environmental impacts of the scheme. The recent decision to grant permission under s73 for minor material amendments under WA/2016/0268 included an EIA addendum that updated the original EIA. Although a "Non Technical Summary" was not submitted with that application, it was provided in summary form.

May I confirm therefore that the extant permission has been lawfully granted and that there is no breach of the EIA Regulations."

PART I - RECOMMENDATIONS TO 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.

57. LOCAL GOVERNMENT FUNDING UPDATE AND FOUR YEAR GRANT SETTLEMENT (Agenda item 6)

[NB Cllr Jerry Hyman attended the meeting and spoke on this item].

57.1 The offer made by the Government, as part of the Spending Review, is available to any Council that wishes to take up a four year funding settlement up to 2019/20. The purpose of the offer is to help local authorities prepare for the move to a more self-sufficient resource base by 2020. The multi-year settlements are intended to provide more funding certainty and stability for the sector that would enable more proactive planning of service delivery. The Government expects these multi-year settlements to be used to “strengthen financial management and efficiency, including maximising value in arrangements with suppliers and making strategic use of reserves in the interests of residents”.

57.2 The Executive received a copy of the conditions from the Secretary of State. In theory the offer is fixed, however, this does not mean that other changes may not arise outside of the offer. It is not clear what the impact would be of not accepting this offer and it is unlikely that this would become clear at least until December 2016, at which point the 4 year offer will no longer be available. On balance it is being recommended to accept the offer as it provides an element of certainty and is difficult to see authorities who choose not to accept the offer benefiting as a result. In fact, they could suffer a disproportionately high share of any further reductions.

57.3 The Budget report agreed by Council in February 2016 incorporates the funding provided within the four year settlement offer. If this offer is accepted, it provides greater certainty as the funding received will not be less than outlined in the final settlement and should not be subject to the yearly process determining the local government finance settlement. The following table sets out the Revenue Support Grant (RSG).

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
RSG	765	61	0	-814*

*Indicative – subject to confirmation from Government pending decision on timing of business rate funding reform.

57.4 In order to take up the four year funding settlement for the period 2016/17 to 2019/20, an Efficiency Plan must be prepared and published by 14 October 2016. The offer relates to the RSG funding incorporated within the MTFs for the 4 year period 2016/17 to 2019/20 and ensures that it will remain uncharged “barring exceptional circumstances and subject to the normal statutory consultation process for the local government finance settlement.

57.5 If the four year offer is not accepted the RSG funding would be subject to the existing yearly process for determining the local government finance settlement. Allocations could be subject to additional reductions dependent on the fiscal climate and the need to make further savings to reduce the deficit.

- 57.6 There are only two options available to the Council. The first option is to approve the Efficiency Plan and accept the Settlement offer and thereby provide a degree of certainty over the level of funding up to an including 2019/20. Alternatively, the Council could decide not to accept the government 4 year offer and wait to find out the financial impact of this decision, accepting that at this point there will be no ability to switch back and accept the 4 year offer.
- 57.7 To accept the four year offer, an Efficiency Plan has been prepared and is included as Annexe 1. No guidance has been issued from Government for the production of these plans but it must cover the full 4 year period and be open and transparent about the benefits accepting the 4-year settlement will bring to both the council and the community. Further, the Government does not expect this document to be a significant burden on councils but rather a drawing together of existing corporate plans and strategies, and this has been the approach adopted to produce this Efficiency Plan.
- 57.8 The Government has announced that it intends to move to a position where all business rates collected will be retained by the local government sector. This does not mean that each local authority will keep all of the business rates it collects and it has been confirmed that the system of tariffs and top ups will continue to enable the Government to redistribute business rates collected between local authorities nationally.
- 57.9 The current position for Waverley is that it collects £35million of business rates each year and retains approximately £2million. The Government is consulting on its detailed proposals which are due to be implemented in 2019/20. Based on early indications, it is estimated that Waverley's position will not improve. Key risks around business rates are:
- How appeals will be treated
 - How much business rates growth will be retained
 - When and how frequently the whole system will be reset.

Officers will report to Members as the Government's review develops.

- 57.10 Earlier in 2016, the Government launched a review and consultation on the future of New Homes Bonus. The outcome of this review was due to be published in July but the Government delayed it to the autumn. Waverley will receive £2.2m of NHB in 2016/17 and with significant house growth projected this is a very important source of funding for the Council. Officers will report to members when the Government's proposals are known and the impact has been assessed.
- 57.11 Whilst the further significant reductions in grant indicated by Government will be extremely challenging, on balance, accepting the 4-year settlement offer has less risk in the next 3-years than not accepting and will give the Council greater certainty in its medium term financial planning. However, the principle of introducing a negative grant, that the Government has indicated may be applied in 2019/20, is not one that the Council accept. This view was also expressed in Waverley's consultation response earlier this year.

57.13 If the proposal to accept the 4-year offer is approved, officers will write to the Secretary of State for Communities and Local Government to accept the 4 year settlement and submit the Council's Efficiency Plan. The Executive now

RECOMMENDS that

- 32. the four year funding settlement for the period 2016/17 to 2019/20 be accepted;**
- 33. officers reinforce to the Government the Council's objection to the principle of negative grant being applied; and**
- 34. the Efficiency Plan as set out at Annexe 1 be agreed and submitted.**

[Reason: In order to accept the four-year funding settlement from the Secretary of State the Council must prepare and publish an efficiency plan]

58. GENERAL FUND PROPERTY INVESTMENT STRATEGY (Agenda item 11)

[NB Cllr Jerry Hyman attended the meeting and spoke on this item].

58.1 Waverley's Medium Term Financial Strategy identifies a significant funding shortfall over the next 3 years, mainly due to reductions in Government grant. In order to address this deficit, as well as looking at existing services and budgets, Waverley must:

- take steps to ensure that the Council maintains its financial resilience and protects its long term financial position; and
- explore and develop alternative sources of funding that reduce its reliance on Government grants in the future.

58.2 Waverley's Treasury Management Strategy already identifies property investments as a priority and the Strategic Asset Plan approved by Council in 2015 sets out the foundation for developing the strategy further.

58.3 This report sets out:

- the Investment Strategy to enhance income to the council in the longer term; and
- the proposed governance framework, including establishment of an Investment Advisory Board to advise the Executive on implementation of the investment strategy.

58.4 The objective of the Investment Strategy is to use the council's resources to invest in income generating assets to help offset the budget deficit over the longer term and to protect service provision while minimising the burden on local council tax payers.

58.5 The Council may fund investments through using its reserves, capital receipts and prudential borrowing, where the council has the powers to do so. Any borrowing required would need to be made in accordance with the

conditions of the Prudential Code, which includes the council approving any changes required to the prudential indicators. The code requires borrowing to be affordable, sustainable and provide value for money. The return on any investment would therefore need to be in excess of the capital financing costs of the borrowing, which consist of the interest payable and the statutory minimum revenue provision (MRP) that sets aside funds for the repayment of the borrowing.

- 58.6 The Investment Strategy is being brought forward under the extended powers created by the Localism Act 2011. The legal advice enables certain investment transactions to be undertaken under these powers but every proposal would need to be individually assessed. Borrowing purely to invest for return is still considered unlawful for local authorities and that the intention of the Localism Act is not to change this restriction. The underlying principles of investment by local government are governed by the priority of security, liquidity and yield-in that order of priority. Whilst the Localism Act could potentially increase the risks taken by local authorities, there is a complex system of checks and balances in place to prevent inappropriate risk taking that would lead to concerns about the use of public funds. These checks include the Prudential Code and the requirement to exercise sound fiduciary duty.
- 58.7 All investments will require a robust business case to ensure that the investment is affordable, sustainable and provides value for money. Some investments will generate a return in the medium to long term but make a loss in the earlier years. It is proposed to establish a property investment fund using an initial £2m of general fund capital receipts. Initially it is proposed to top this fund up each year using a proportion of the New Homes Bonus Funding. For the reasons set out above, borrowing for general fund property acquisition would only be considered if there is a clear and robust business case.
- 58.8 The proposal to create an Investment Strategy is made possible by the “general power of competence” introduced by Section 1 of the Localism Act 2011. Local authorities now have a general power that enables them to do anything that a private individual is entitled to do, subject to certain statutory limitations. The power is designed to give local authorities considerable breadth of operation.
- 58.9 There are, however, some specific restrictions and it would be important that each individual investment proposal is thoroughly examined before proceeding, particularly if the sole purpose is to achieve a commercial gain. The proposed Investment Advisory Board would need to receive detailed legal advice on the Council’s broad boundaries early in its operation and throughout its ongoing decision-making processes.
- 58.10 The expansion of Waverley’s portfolio of investments, covering investment in property and assets, supports the Council’s priority of achieving value for money and its desire to enhance financial resilience in the longer term. The arrangements proposed would also allow for investment in schemes that will support economic growth in the Borough.

58.11 The proposed strategic approach to investment is based upon the following;

- prioritising use of the Council's cash reserves and balances to support income generating investment through an Investment Fund;
- using the Investment Fund to support investments in order to generate additional income for the council that can be used to provide additional financial support for the delivery of functions and services;
- investing in a diversified and balanced portfolio to manage risk and secure an annual overall rate of return to the Council;
- investing in schemes that have the potential to support economic growth in the Borough; and
- retaining assets where appropriate and undertaking effective property and asset management, and if necessary associated investment, to enhance income generation.

58.12 Decisions on taking forward each investment opportunity will be taken by the Executive. However, the development of the Investment Strategy is likely to mean more decisions coming forward for consideration and an Investment Advisory Board will be established to provide advice to the Executive. This will ensure appropriate rigour in advance of the Executive decision: by ensuring only credible options are progressed to the Executive, and providing the forum for strategically managing the overall portfolio of investments consistent with the aims of the Investment Strategy. It is suggested that the Investment Advisory Board will comprise five Members:

- Leader of the Council
- Portfolio Holder for Property (Chairman)
- Portfolio Holder for Finance
- Portfolio Holder for Economic Development
- Non-Executive Member

Officer support will be provided by a range of senior and technical officers including finance, legal and property. All meetings will be serviced by the Democratic Services Team.

58.13 The Investment Advisory Board would consider all proposals that contribute to the delivery of the investment strategy and meet the investment criteria.

58.14 Officers will provide advice on each proposal coming forward to the Board for consideration. This advice will include how each investment proposal could be taken forward, including a consideration of the risks, how it is structured in terms of appropriate delivery mechanisms, and financed.

58.15 This structure will allow the council to respond in a timely manner to market opportunities whilst ensuring that decisions are made in accordance with a process against which independent professional advice will be provided. It is recommended that this arrangement should be reviewed periodically, and at least annually, to ensure that it is providing an efficient and effective governance framework consistent with the objectives of the Investment.

- 58.16 The Investment Advisory Board will additionally be supported by appropriate professional advisors, including, property investment advisors, legal and financial specialists, including taxation advice. Officers will commence the procurement process to put in place appropriate arrangements. The cost of these advisors will be initially met from the Investment Fund and then set against the income delivered as a result of the Investment Strategy.
- 58.17 It is proposed that the Investment Advisory Board considers and agrees appropriate criteria for evaluating investment opportunities. This would determine whether an opportunity can be recommended to the Executive for in-principle agreement or full agreement, or that the opportunity does not meet the decision criteria and therefore proceeds no further. The Board will also need to agree some parameters for the development of a much more detailed business case when proposals advance to this stage. There are a number of examples from other similar sized Councils that are well established and have been compiled with external advice and this could form the starting point for Waverley's consideration.
- 58.18 The adoption of the Investment Strategy and its implementation will have an impact on the council's finances and the council may need to manage risk differently to now in relation to these investment decisions. Decisions made under this strategy and by the Executive will need to take into account the financial stewardship duty that the council holds towards its residents.
- 58.19 It will be essential that the Investment Strategy and the governance arrangements are legally sound and are deemed to be reasonable and robust by the Council's external auditors.
- 58.20 The implementation of the Investment Strategy means the council will be managing different financial risks. Investments will be subject to inherent economic and market risks, and therefore a balanced portfolio of investment may be preferable. Achieving a balanced portfolio will take some time to create and will be dependent upon appropriate opportunities coming to the market.
- 58.21 The governance process recommended is designed to mitigate these risks. All investment opportunities will be based upon a robust business case developed using appropriate technical advisors and which take into account due and proper consideration of the balance between risk and reward and an assessment of the underlying security of the investment to ensure compliance with the fiduciary duty the council holds.
- 58.22 In approving a business case, the Investment Advisory Board will satisfy itself that the investment is within the Council's legal powers, it has properly considered the advice from its advisors (both internal and external) and its structure provides the best value for money taking into account all financial considerations, including taxation.
- 58.23 The adoption of the Investment Strategy and its implementation could have a significant impact on the council's finances. Whilst the Investment Strategy has the potential to generate significant income for the council in the future, there are major risks in this. The governance arrangements outlined, including the requirement for each investment to have a robust business case approved by

the Investment Advisory Board, provide the necessary control of these risks.
The Executive now

RECOMMENDS that

- 35. the Investment Strategy be approved and adopted;**
- 36. the governance arrangements be approved and an Investment Advisory Board be established as set out in paragraph 58.12;**
- 37. a Property Investment Fund be created, initially by transferring £2m of General Fund capital receipts plus, subject to the overall budget process, a further £1m of New Homes Bonus funding in 2017/2018, with further additions being considered as part of the annual review of the medium term financial strategy;**
- 38. officers be instructed to commence the procurement process for the appointment of an Investment Advisor or Advisors to provide advice to the Council on the criteria to adopt and on property investment opportunities to be funded initially from the Property Investment Fund;**
- 39. authority be delegated to the Executive for approval of the investment criteria and performance management arrangements to be proposed by the Investment Advisory Board; and**
- 40. authority be delegated to the Executive to agree property acquisitions or investments that meet the agreed criteria and are endorsed by the Investment Advisory Board up to a value of £1million with higher value proposals requiring full council approval.**

[Reason: To receive proposals for a draft General Fund Property Investment Strategy and the creation of an Investment Advisory Board].

59. WATER CHARGES - WAVERLEY BOROUGH COUNCIL AND THAMES WATER
(Agenda item 10)

[NB Cllr John Williamson attended the meeting and spoke on this item].

- 59.1 For many years, the Council has, in common with a large number of other local authorities and social housing providers, had a contractual arrangement with the local water supplier (in our case Thames Water). This service was for the benefit and convenience of its housing tenants. The arrangement was understood to be one by which the Council was to provide billing and collection services for unmetered Council properties, in return for a void allowance for empty properties and a commission to reflect both the administrative costs attached and the transfer of risk associated with these accounts. Any commission received by the Council has been paid into the Housing Revenue Account to support the housing service to tenants.

59.2 The Council has always regarded itself as acting as an agent for Thames Water and has never sought to vary the billing amount for each tenant, as calculated by Thames Water.

59.3 Following the recent case of *Jones v London Borough of Southwark* [2016] EWHC 457 (Ch), the Council is investigating:

(i) The implications arising from the court judgment;

(ii) What liability there is for Waverley following the case, and whether this can be quantified; and

(iii) What changes may be necessary to the agreement between Waverley and Thames Water Utilities Ltd dated 24 March 2004 and Contract Addendum dated 1 April 2007.

Miss Jones – a tenant of Southwark – was charged by Southwark for water supplied to her property by Thames Water Utilities Ltd (“Thames”). The Court had to determine whether Southwark was an agent or, rather, had bought and re-sold water and sewerage services. In the event that the latter applied, the Court had to determine whether Southwark had charged tenants more than was permissible under the Water Resale Order 2006 (“the 2006 Order”).

The Court held that (i) the agreement in place between Southwark and Thames was one under which Southwark bought water and sewerage services from Thames and re-sold them to tenants, and was not therefore one of agency, and (ii) that Southwark charged tenants more than was permissible under the 2006 Order.

Miss Jones, argued that the level of commission which applied to the charges levied upon Southwark by Thames should be taken into account when determining the amount payable by Southwark to Thames. This argument succeeded and the level of commission was deemed excessive.

59.4 There are effectively 2 options in light of the decision in *Jones*. They are:

a) Terminate the Agreement between Waverley and Thames Water dated 24 March 2004 (6 months’ written notice required) leaving it to tenants to set up and manage individual accounts with Thames. This will affect Waverley’s HRA budget, as it will lose the commission currently receivable; or

b) Redraft the Agreement to make it clear that Waverley is acting as the collection agent on behalf of Thames and reduce the commission charged.

The maximum charge for commission for a water “re-seller” is set by Ofwat (the regulator of water and sewerage providers).

For either option a) or b) Waverley would need to ensure it consulted with its tenants under s105 of the Housing Act 1985 and follow correct procedures.

59.5 In light of the Jones v London Borough of Southwark case, Waverley felt it prudent to review its contractual arrangement with Thames Water and has since found that its agreement is almost identical to the one held by Southwark. Whilst it is still a legitimate service for the Council to provide, this ruling could affect the commission charges made to those tenants that have an unmetered supply.

59.6 The Council is currently investigating

- a) what the implications are for the Council and its tenants in relation to water charges for unmetered properties; what the potential liability is for the Council; and
- b) what the most appropriate method of addressing refunds is; and
- c) what changes may be needed to the agreement between Waverley and Thames Water in relation to the collection of water charges.

59.7 The Executive now

RECOMMENDS that

- 41. officers carry out a detailed financial analysis to calculate the exact potential liability;**
- 42. approval of the detailed approach to handling claims from tenants for overpayment by them of water charges be delegated to the Executive;**
- 43. officers formally consult with Waverley's secure tenants who live in unmetered properties in relation to the current arrangements with Thames Water;**
- 44. the decision about the future of the arrangement with Thames Water be delegated to the Executive following a detailed appraisal of the options including termination; and**
- 45. the potential cost of meeting claims be noted and the maximum estimated amount of £400,000 be earmarked from the HRA working balance as a provision for this cost.**

[Reason: The report informs members about a recent court judgment of relating to the collection of water charges for unmetered tenanted properties and the implications of the case on Waverley Borough Council].

60. APPROPRIATION OF LAND AT BOURNE RECREATION GROUND (Agenda item 12)

60.1 The Bourne Recreation pavilion site falls within land registered as village green. A local benefactor would like to donate a significant sum of money to demolish and re-build the Bourne Recreation pavilion and therefore provide enhanced leisure facilities to the local community. The Bourne Asset Community Group Community Interest Group, company number: 09549039,

(“the Community Group”) would be responsible for the building works to the pavilion and would appoint a contractor to carry out the works.

- 60.2 Both the Council and the Community Group agree that the most appropriate mechanism to enable the redevelopment of the pavilion is for Waverley Borough Council to first “appropriate” the pavilion land for planning purposes and then dispose of the land to the Community Group via a long lease to allow the development of the new sports pavilion. The lease arrangements are likely to require the consent of the Secretary of State for Communities and Local Government (“the Secretary of State”).¹ The proposed pavilion land for appropriation at Bourne Recreation Ground is outlined in red on Plan A (“the pavilion land”).
- 60.3 On 19 July 2016, the Council resolved its intention as to “appropriate” the pavilion land and has since advertised its intention in a local newspaper for 2 consecutive weeks. The Council must consider any objections before formally “appropriating” the pavilion land. No objections were received from the public in relation to the proposed appropriation of land.
- 60.4 The Bourne Recreation Ground site is an area of approximately 2.428 hectares of predominantly open land adjoining Old Frensham Road, Lower Bourne, Farnham, Surrey, in the Council’s area. There is a pavilion on part of the site and a gas governor on another part of the site. The existing pavilion is some 130 to 140 square metres in extent.
- 60.5 The freehold of the site is owned by the Council. There is an agreement (of indeterminate legal status) dated 11 January 1974 between the Council’s statutory predecessor, Farnham Urban District Council, and a body known as the Bourne Recreation Ground Committee (“the Committee”) which allows the Committee to use the pavilion building until that arrangement is determined.
- 60.6 The site is a registered village green under the Commons Registration Act 1965 (VG14). The site was added to the register on 4 January 1968 and the registration became final on 1 October 1970.
- 60.7 A local benefactor wishes to donate money to allow the pavilion to be rebuilt (in a larger form) and then used as a community pavilion. It is envisaged that community groups, leisure groups and sports clubs would be able to book the new pavilion for their activities. The Community Group would prefer to be granted a 299 year lease of the area of land occupied by the new pavilion rather than simply continue the existing arrangement under the 1974 agreement.
- 60.8 The proposed pavilion is two storeys in height and would be sited circa 10 metres north of its existing position. The main entrance would be positioned on the northern side and a footpath would link the pavilion to the adjacent existing car park.
- 60.9 The Community Group would manage and maintain the new pavilion. The existing pavilion is in a fairly poor state of repair with considerable

maintenance costs predicted in the future. A new pavilion which is managed and maintained by the Community Group would therefore represent a cost-saving to the Council.

- 60.10 Once land is registered as a village green under the Commons Registration Act 1965 it is subject to the protections given by s. 12 Inclosure Act 1857 and by s. 29 Commons Act 1876.
- 60.11 The Inclosure Act 1857, s 12, makes it a criminal offence to undertake any act which damages the green or interrupts the use or enjoyment of a green as a place of exercise and recreation. Under s. 29 Commons Act 1876, it is a criminal offence to enclose a village green or erect any structure on the green unless this is done “with a view to the better enjoyment of such town or village green.”
- 60.12 Section 122 of the Local Government Act 1972 (“LGA 1972”) authorises councils to appropriate land they hold under a particular power to any other purpose.
- 60.13 There is no mechanism for consent to be given by the Secretary of State for building works to a pavilion on a village green, which potentially contravene the Inclosure Act 1857 or the Commons Act 1876.
- 60.14 It is possible however to overcome the effects of the prohibition of works by the use of the Council’s powers of appropriation. This will involve the use of s. 122 Local Government Act 1972 (provided the area concerned does not exceed 250 square yards, which equates to about 209 square metres) and s. 241 Town and County Planning Act 1990 (“TCPA 1990”).²
- 60.15 Appropriation of land for planning purposes requires the consideration of the following factors:
- a. Whether planning permission is in force;
 - b. That the appropriation will facilitate the carrying out of development, redevelopment or improvements on or in relation to the land, or is required for a purpose which is necessary to achieve the interests of the proper planning of an area in which the land is situated, or it will contribute to the promotion of the economic, social and/or environmental well-being of the area; and
 - c. That the land is no longer required for the purposes it was held for immediately prior to the appropriation.

a. Planning permission

Planning permission was granted for “the demolition of the existing pavilion and erection of a new sports pavilion” at Bourne Recreation Ground on 5 February 2016, (Planning Reference: WA/2015/2045), and the first test has

² This outcome was confirmed by the decision in BDW Trading Ltd v Spooner [2001] EWHC 1486 (QB)

therefore been satisfied. Please see Plan B for the lay-out of both the new pavilion and the existing pavilion.

b. Development, Re-Development of Improvement of the Land

The Council needs to be satisfied that such re-development of the Bourne Recreation pavilion site is likely to contribute to the improvement of the economic, social or environmental well-being of its area. The new pavilion is expected to increase the number of local inhabitants using the Bourne Recreation Ground for community and social purposes and also provide better changing and toilet facilities within the pavilion for the use of the community.

c. Land no longer required for the purposes it was held for immediately prior to appropriation

The site for appropriation currently has the existing pavilion built on it. The Council needs to ensure that releasing the land from the protection given by the Inclosure Act 1857 and the Commons Act 1876 together with the new arrangements that will be put in place to allow the local community to use the new facilities, provides the local community with access to recreational provision that is at least as good as the provision currently enjoyed.³

The Council in considering this question can also have regard to how the land to be lost to “open space” use will be used.⁴ In practice, the site for appropriation has the existing pavilion sited on it and therefore the new facilities will be significantly better than that which is currently provided for the local community.

60.16 Section 122 (1) Local Government Act 1972 does not require the provision of land in exchange as the land which the Council intends to appropriate measures under 209 square metres. There must also be public notices notifying the public of its intention to appropriate land for 2 consecutive weeks in accordance with s. 122 (2) (b) LGA 1972.

60.17 Before making any appropriation of land, the Council needs to be satisfied that there is a reasonable prospect the development can be achieved and that it is desirable that it should be carried out.

60.18 If the appropriation is made and the Council then holds the relevant land for planning purposes, it will fall within the scope of s. 241 TCPA 1990. This allows the land to be used for any purpose authorised by a planning permission, notwithstanding the prohibitions in s. 12 Inclosure Act 1857 and s. 29 Commons Act 1876. This will continue to be the case even if the Council subsequently disposes of the land or of an interest in the land.⁵

³ Section 122 (1) Local Government Act 1972

⁴ R (Maries) v London Borough of Merton [2014] EWHC 2689 (Admin)

⁵ As per BDW Trading Ltd v Spooner [2001] EWHC 1486 (QB)

- 60.19 Under s 122 of the Local Government Act 1972, the Council may not appropriate land consisting or forming part of an “open space” unless they first notify their intention to do so, specifying the land in question, to be advertised for 2 consecutive weeks in a newspaper circulating in the area which the land is situated and consider any objections to the proposed appropriation. The Council advertised its intention to appropriate open space and village green land in the Farnham Herald on 5 and 12 August 2016, with any written objections to be received by 5 pm on Friday 26 August 2016.
- 60.20 Section 122 LGA 1972 does not require the provision of land in exchange so long as the area of land that the Council appropriates measures under 250 square yards (about 209 square metres). Officers have considered whether there is any alternative land in exchange and there is no land suitable adjacent or next to the village green site.
- 60.21 No written objections were received by the Council in relation to the appropriation of land at Bourne Recreation Ground.
- 60.22 If the Council appropriates the pavilion land, the Council would be authorised by Section 233 (1) TCPA 1990 to dispose of the relevant land (including a disposal by way of a long lease) to the Community Group, provided that the Council is satisfied that the disposal would secure the best use of a building erected or to be erected on the land. This is a matter which would be addressed in a later Executive report seeking authority for disposal of land.
- 60.23 The Council would also need to carry out a further publicity process by local newspaper advertisement prior to the disposal of land which forms part of an open space.⁶
- 60.24 The Council does not need to seek consent from the Secretary of State for the appropriation of land⁷, however if the Council later disposes of land to the Community Group by way of a long lease, then approval will need to be obtained from the Secretary of State.⁸
- 60.25 A local benefactor wishes to donate money to allow the existing pavilion to be demolished and rebuilt (in a larger form) and then used as a community pavilion. The existing pavilion is sited on Bourne Recreation Ground which is a village green site (VG14).
- 60.26 Both the Council and the Community Group agree that the most appropriate mechanism to enable the redevelopment of the pavilion is for Waverley Borough Council to first “appropriate” the pavilion land and then dispose of the land to the Community Group via a long lease to allow the development of the new sports pavilion. The Executive now

⁶ Section 233 TCPA 1990

⁷ Section 122 (1) Local Government Act 1972

⁸ Section 233 (2) TCPA 1990

RECOMMENDS that

- 46. consideration be given to the points set out above with regard to appropriation of land at Bourne Recreation Ground; and**
- 47. pursuant to Section 122 of the Local Government Act 1972 and Section 241 Town and Country Planning Act 1990, land be appropriated at Bourne Recreation Ground for planning purposes, as outlined in red (and measuring under 209 square metres) on Plan A (to the Executive report) to enable the development of the new pavilion and the Executive Director be authorised to execute a memorandum confirming this appropriation.**

[Reason: consider any objections to the appropriation of open space and village green land at Bourne Recreation Ground, Farnham and determine whether to approve the appropriation for planning purposes in order to enable the existing pavilion to be redeveloped, which will significantly improve the leisure facilities for local residents].

61. CULTURAL STRATEGY FOR WAVERLEY 2016-2026 (Agenda item 13)

[NB Cllr John Williamson attended the meeting and spoke on this item].

- 61.1 High quality, sustainable and well-located arts and heritage provision is an important component of successful communities. To ensure that our physical buildings and arts organisations can continue to play a central role in the public life of the Borough, a new Cultural Strategy has been developed that will enable Waverley and its partners to plan culture in a more systematic and place based way.
- 61.2 There is substantial evidence to show the many ways in which culture has a positive affect upon people and society. For example, participating in arts activity can increase physical and psychological health and wellbeing and offer meaningful opportunities for social engagement. The link between culture and economic success can be seen in the value of services exported by the creative industries as well as the jobs and spending they generate locally. The heritage and landscape of a place can help in forming character and distinctiveness. While artistic communities, cultural traditions and celebratory events bring a special value that help make places more desirable to live and work. Museums, libraries and the voluntary arts also play an important role in providing access to a wealth of lifelong learning opportunities and their relationship with schools can help to increase educational attainment.
- 61.3 Creating all forms of culture and ensuring that all sections of the community in Waverley have access to the Borough's arts and heritage offer is a fundamental principle that will underpin every aspect of the strategy and its delivery.

- 61.4 The Cultural Strategy is a new ten year plan for arts and cultural services in Waverley. This report introduces an evidence report, attached at Annexe 2, that will inform the creation of a more succinct version of the strategy, that clearly communicates the Council's overall aims and objectives for culture.
- 61.5 The evidence report is based on a detailed assessment of cultural provision in the Borough; demographic area profiles showing the propensity for arts engagement and extensive consultation with key individuals and organisations. The cost of producing the strategy has been met through S106 funding with the aim of linking it to Waverley's Local Plan, so that a stronger case for arts and heritage provision can be made through the planning process.
- 61.6 The evidence report includes a Culture Outcomes Framework, which will form the basis for discussion at the Cultural Strategy Action Planning Workshop. The aim of the workshop is to establish priorities and objectives; to identify the key partners and resources needed to ensure delivery and to make appropriate links with local, regional and national agendas. Recommendations from the workshop will inform the development of the Action Plan, through which the Council and its partners will deliver the objectives of the strategy.
- 61.7 Successful implementation of the Cultural Strategy will critically depend on:
- Signing up key players and securing their active involvement
 - Building on existing strengths and addressing gaps and weaknesses
 - Developing a coherent set of projects in response to the Action Plan
 - Monitoring and reviewing the outcomes of the Action Plan
- 61.8 Waverley's cultural organisations and physical assets are an essential resource in enabling the Council to achieve its cultural ambitions. Fostering a positive relationship with these organisations signifies our approval of the contribution they make to community life and enables them to align their delivery in accordance with the Cultural Strategy.
- 61.9 The timing of the cultural strategy coincides with the recent publication of the first Government white paper for culture in more than 50 years. The white paper sets out the Government's approach to public support for art and culture in the UK and its central notion that 'Every one should enjoy the opportunities culture offers, no matter where they start in life' resonates strongly with the cultural strategy.
- 61.10 The white paper also places a real importance upon strong local leadership, cultural vision and effective partnerships. It also highlights the value of cultural strategies as a means of developing the role of culture in place making and embedding this vision in local authorities' policies and plans.
- 61.11 The launch of a new Great Place Scheme demonstrates this commitment by backing local communities who want to put culture at the heart of their long term vision and plans. The scheme is to be piloted in twelve areas, four of which will be rural.

- 61.12 At a time when local authorities have less money to deliver cultural projects themselves, the value of a clear, long term Cultural Strategy has never been greater. It is a vehicle for establishing shared ambitions and priorities as well as the means of coordinating the delivery of outcomes by a range of partners. To be successful, it is important that the strategy is owned and shared at the highest to signal the Council's intent to partners and potential investors including developers and funding bodies.
- 61.13 The Cultural Strategy evidence report has been created alongside the Local Plan to enable the arts to work more effectively with the planning service. This is designed to ensure that high quality arts and cultural provision, which meets the needs of Waverley communities, is taken into account as part of the planning process. As well as ensuring future generations have the facilities they need to experience and enjoy the fulfilment that participation in the arts and heritage activities can bring.
- 61.14 Buildings are an important part of the Borough's creative environment. But in recent years, there has been a major shift away from creating specialist buildings such as theatres and civic centres, due to the cost of maintaining these facilities in perpetuity. Changes in cultural behaviour and patterns of use highlight a need for more flexible spaces that are adaptable over time and can accommodate a range of users and services.
- 61.15 Non-building based cultural infrastructure plays an equally important role in supporting the quality of life in the Borough. The arts service provides advice and assistance to local artists, so they can develop creative projects which benefit their own communities at a grass roots level. This has led to the production of some incredible work over the years, that has involved many people of all ages and backgrounds.
- 61.16 The brief for the cultural strategy was tendered and awarded to Janet Mein, a freelance consultant and Adrienne Pye of the Audience Agency. The consultants were contracted to deliver the following elements:
- Mapping of Waverley's existing cultural infrastructure and resources
 - The identification of current need and future demand for cultural service provision
 - Synopsis of the current policy landscape for culture and wider funding context
 - Review of Waverley's adopted strategies
 - Extensive consultation including face-to-face meetings with partners and stakeholders; a focus group discussion with young people in Cranleigh; an electronic survey for the Town Councils and voluntary arts groups and an online and postal survey conducted through the Citizens Panel.
 - Development of the Cultural Strategy Evidence Report.
 - Development of a culture outcomes framework to guide the creation of subsequent annual action plans.
- 61.17 The Council is deservedly proud of its long track record of valuing and supporting the arts and museums in Waverley, and has contributed to an environment in which communities can enjoy the benefits of a rich and

fulfilling cultural life. This is clearly demonstrated by the framework of resources and financing arrangements which exist to support cultural activity such as; salaries, revenue budgets, community and rent-related grants, service level agreements, business rate relief and the provision and maintenance of buildings occupied by cultural institutions. The Cultural Strategy builds on this investment and signifies the continuing importance of culture in Waverley to a range of delivery partners and funders.

- 61.18 The strategy shows that the investment made by the Council in our cultural organisations is working effectively to generate additional resources for culture in the Borough. But, there are significant opportunities for organisations to benefit more greatly from funding bodies such as the Heritage Lottery Fund, Arts Council England and larger grant giving trusts and foundations. The presence of a Cultural Strategy is a positive development in building stronger relationships with these agencies and is an approach that is endorsed in the Government's Culture White Paper.
- 61.19 When it comes to culture and creativity, Waverley has a great deal to offer. Within the Borough it is possible to find a world class University for the Creative Arts; National Portfolio Organisations such as the Maltings and Stopgap Dance who are producing and presenting high quality art for local and international audiences; arts venues such as Cranleigh Arts Centre and Haslemere Hall making artistic development programmes accessible to the local community; a growing network of visual arts and craft organisations who are working together to establish Farnham as a destination for craft; and four museums, each offering distinctive collections and educational resources for schools and family learning. The distinctive nature and character of Waverley is fundamentally shaped by its green spaces and historic towns and villages. Further opportunities exist to interpret and celebrate the value of these places and to create stronger links with conservation, preservation and countryside management through a range of culture and heritage-led initiatives.
- 61.20 Section 4.1 to 4.4.6 of the Cultural Strategy provide a more detailed description of Waverley's cultural infrastructure along with a series of maps plotting various forms of cultural provision across the Borough. The area profiles in section 4.3 provide insight into the cultural values and behaviours of audiences in Waverley. Audience segmentation is a valuable tool, which allows cultural organisations to better understand who is attending and where there is a greater need for outreach work, to encourage arts participation in areas of low engagement.
- 61.21 Consultation with our key partners suggests that all tiers of local government recognise the value of culture and are working effectively together to support provision in local areas. The role museums and arts centres play as hubs of social activity and providers of entertainment is especially valued by the town councils alongside their contribution to tourism and economic development. Public consultation carried out through the Citizen's Panel and derived from Neighbourhood Plans, also reveals a strong connection between cultural service provision and making Waverley a desirable place to live and work.

61.22 Waverley is actively engaged in Arts Partnership Surrey a strategic alliance of eight local authorities and the County Council. By working together the partners aim to maximise their capacity and resources and to use the arts to address wider social, economic and environmental agendas. In addition to libraries and adult education services, Waverley also benefits from a range of other Surrey Arts initiatives such as the Surrey Artists Open Studios network, the Surrey Music Hub and the Surrey Hills Cow Parade and Inspiring Views Project.

- The success of Cranleigh Arts Centre means that there is a high demand for cultural activities and spaces within Cranleigh which is placing the arts centre building under increasing pressure.
- Where housing development occurs, heritage and cultural initiatives have the potential to play a key role in developing the identity of places.
- There is potential for greater collaboration between Farnham Library, the Adult Education building and Farnham Museum around adult and family learning. A stronger alliance could also be beneficial for other cultural providers in the town.
- UCA is a major cultural player and an exceptional resource for the Borough. The development of the Cultural Strategy has unlocked the potential to hold more conversations with UCA around common interests and agendas.
- The creative and digital industries are a significant component of Waverley's economy. According to the Enterprise M3 digital technologies report Farnham and Haslemere are hot spots of activity with the Maltings and UCA cited as key players. Positive interventions around affordable workspace for creative businesses would help meet a growing demand.
- There is a need to review the storage facilities for both Godalming and Farnham Museum. Both museums have recently achieved Museum Accreditation.
- There is the potential to benefit more greatly from national funding sources such as the Great Place Scheme and the Arts Council and Heritage Lottery Fund.
- 644 people responded to the cultural strategy via the Citizens Panel. 73% of the responders consider arts and entertainment as important to them with 79% regarding them as a priority for improvement. 70% said heritage and museums are important to them with 73% considering them a priority for improvement.
- Culture is recognised as having a role to play in delivering Corporate Priorities and delivers value for money by supporting and enabling the creative and cultural sectors to align with community agendas.

- The number of Council adopted strategies and plans that either contain cultural actions or the potential to use culture to achieve wider outcomes, suggests that culture is inherent in the Council's strategic thinking.

61.23 The Waverley Culture Outcomes Framework identifies the following priorities to inform cultural delivery in the short to mid term:

1. *We aim to deliver excellent, accessible services which meet the needs of our residents* – we will work with delivery partners to enable more people to experience and participate in cultural activities throughout their lives
2. *We will support the wellbeing and vitality of our communities* – we will work with delivery partners to facilitate arts and cultural activity that makes a positive contribution to health and wellbeing and living and ageing well.
3. *We will strive to protect and enhance the environment of Waverley* – We will work with partners to enable creative placemaking approaches that heighten quality of life and contribute to the economic vitality of places. We will use our influence and partnerships to build support and backing for local vision.
4. *Cultural vision shaped at a local level is achieved through effective leadership and partnership working* – we will use the Cultural Strategy to bring local leaders, cultural organisations and communities together and cultivate relationships with a range of national partners and funding bodies.
5. *Culture is supported and thrives, playing a key part in delivering Borough Priorities* – Waverley's cultural infrastructure is good but sustaining our assets in the long-term is a challenge. We will support our cultural institutions in developing mixed funding models and stronger governance to achieve financial sustainability and resilience.

61.24 The Cultural Strategy evidence report provides a rich body of information about the Borough's cultural infrastructure and through consultation with residents and key partners, demonstrates the value of and substantial support for culture in Waverley's communities. The strategy accentuates opportunities for further cultural-led initiatives and policies, as well as highlighting the synergies between culture and a wider range of Council strategies.

61.25 Importantly, the strategy will enable officers to develop a more effective relationship with the planning service. By for example, referencing the Cultural Strategy in the Local Plan, contributing to the infrastructure delivery plan and making the case for arts and heritage through the planning process.

61.26 The Community Overview & Scrutiny Committee considered the Cultural Strategy on 12 September 2016. In general, the Committee was somewhat ambivalent about the Strategy – there were some individual concerns expressed that it did not relate to the previous Strategy (what lessons had been learned from that, what had been achieved); contradictory views on

whether sport and physical activities should be part of the ‘cultural’ offer; was the Strategy too in-depth to be of use – what purpose did the ‘cultural profiles’ really serve? Insufficient priority given to the value of the ‘creative economy’ and how this can be developed to the benefit of the community and local economy; lack of clarity about the purpose of the ‘Outcomes Framework’ in relation to the Action Plan which will follow. There were also comments relating to having clear outcomes and the importance of taking a more programme management approach to the development of the action plan to enable continual monitoring).

61.27 The Overview and Scrutiny Committee noted that it would be consulted on an action plan for the first 18 months of implementation of the Strategy at its January meeting. The Executive now

RECOMMENDS that

- 48. Phase one of the Cultural Strategy, which incorporates the Evidence Report and Outcomes Framework produced by the consultants be adopted;**
- 49. the Cultural Strategy Action Planning Workshop in the Autumn goes ahead to identify priorities for action and investment; and**
- 50. officers produce a summary version of the Cultural Strategy, which includes an Action Plan to be reviewed by the Community Overview and Scrutiny Committee at its meeting in January 2017.**

[Reason: To approve phase one of the Cultural Strategy and the creation of a summary version of it and Action Plan be reviewed by the Overview and Scrutiny Committee in January]

62. LOCAL PLAN - PART 2 - RESOURCING (Agenda item 15)

62.1 Members will be aware that in addition to approval of the Local Plan for publication, the Council agreed an update to the Local Development Scheme on 19 July 2016. This included the timeline for Part 2 of the Local Plan. This represents an acceleration of the production of the Plan to achieve adoption by March 2019.

62.2 The table below sets out the estimated staffing resource requirements for each key stage of Part 2 of the Plan.

<u>Stage</u>	<u>Time Period</u>	<u>Resources</u>
Scoping the Plan and Sustainability Appraisal	Present to October 2016	Existing Team resources (including agency cover for current Planning Officer vacancy)

Identifying and assessing options and producing preferred options	November 2016 – July 2017	Four additional Planners required could include two Principal Planners, one Senior Planner and a graduate trainee.
Consultation on preferred options and draft policies (Regulation 18)	August – September 2017	As above although following completion of Local Part 1 work existing staff resources will become available to concentrate on Part 2 the need for additional posts will lessen.
Analysis of representations of pre-submission Plan	October 2017 – March 2018	
Publication of Local Plan Part 2 Consultation on Presubmission Regulation 19	April 2018	
Submission to Secretary of State	July 2018	
Examination Adoption	Date dependent on PINS March 2019	Ditto

62.3 It is anticipated that Stage 1 of Part 2 (Scoping and Sustainability Appraisal) can be accommodated within the existing Team resources in addition to its Part 1 work. The subsequent stage (Options) and possibly part of the next (Consultation) are likely to run partly in parallel with Local Plan examination timescale (date of examination depends on PINS). Therefore, additional resources will be required in order to progress Part 2 in parallel with Part 1 during 2016 and 2017.

62.4 It is estimated that additional resources equivalent to four additional Planning Officers, at least three at a senior level, (total up to £200,000), would be required to deliver Part 2 in accordance with the Council's approved Local Development Scheme timetable. It should be noted that readjustment of the timetable to the position where Part 2 follows the completion of Part 1 could mean that Part 2 could be delivered within the current resource base. It should also be noted that the options for acquiring the required resources are currently being evaluated. The options include direct employment, external procurement or a mix of the two. A delegation is sought to progress the most cost effective option following evaluation. The Executive now

RECOMMENDS that

- 51. a supplementary estimate of £200,000 be approved to cover additional resources to deliver Part 2 of the Local Plan;**
- 52. the supplementary estimate be funded from the Revenue Reserve in the first instance and to be subject to a review of available resources within the Local Plan reserve in the Autumn; and**
- 53. authority be delegated to the Executive Director, in consultation with the Portfolio Holders for Planning and Finance, to proceed with the most cost effective option for securing the necessary resources.**

[Reason: to seek agreement for a supplementary estimate to fund the additional resources necessary to support the acceleration of the production of Part 2 of the Local Plan to achieve adoption by March 2019].

63. PROPOSAL TO STRENGTHEN FINANCE SYSTEM SUPPORT CAPACITY
(Agenda item 16)

[NB Cllr John Williamson attended the meeting and spoke on this item].

- 63.1 This report proposes to create a dedicated Business Finance Systems technical post (several finance based IT systems and financial administration support processes). The objective of the post is to foster and facilitate closer working between the Finance team, the IT team and the services to increase financial administration process competency within the services. The outcome being improved officer confidence to self serve increasing finance administration independence and reduce bureaucracy. Also, this post will provide capacity and expertise to develop systems to improve customer self-service to access information and pay bills.
- 63.2 The finance system (Agresso) administration and technical expertise has been resourced historically entirely from within the Finance team.
- 63.3 This technical capacity has gradually reduced within the team due to turnover, resulting in no dedicated expertise and an increasing reliance on buying in expertise as required from systems suppliers.
- 63.4 The Council's finance system is an important financial management tool and has recently been upgraded with a development plan in place to enhance the systems functionality.
- 63.5 The development of the finance systems is important to enable efficiencies to be realised across all services through increased automation of financial administration such as purchase ordering and invoice payment, eliminating double handling and manual processes. Efficiencies in budget management and reporting can also be realised.

- 63.6 In addition to the finance system responsibility, the Finance team is also in the process of adopting the responsibility for the Councils BACS (money transfer process) and Adelante cash receipting system from the IT team, due to recent retirements. This is an opportunity to align administration responsibility and expertise for all three systems into the Finance team to build up knowledge and increase resilience.
- 63.7 The recent retirement of a Finance Officer (band 6 0.65 FTE) and the resignation of a Senior Accountant (band 5 0.53 FTE) will enable both of these posts to be deleted with the duties of both posts to be absorbed into the existing team and enable the creation of a full time systems analyst role.
- 63.8 The creation of a dedicated full-time Business Finance Systems role responsible for the administration of all three systems, including developing the accountancy team's technical knowledge of the systems, will improve resilience.
- 63.9 This proposal will result in a reduction in FTE and Finance team budget as shown in the table below.

	FTE	Budget	
Finance Officer	0.65	26,352	Delete
Senior Accountant	0.53	31,032	Delete
Sub Total:	1.18	57,384	
Business Systems Analyst	1.0	41,219	New
Budget Saving	0.2	16,165	

- 63.10 The new role will report to the Senior Accountant responsible for the ledgers, reconciliations and finance systems integrity.
- 63.11 Creation of the Business Finance Systems role will provide the required resource to secure the finance systems resilience as well as the capacity to continue to develop the finance administration systems to deliver administration efficiencies within the services. The Executive now

RECOMMENDS that

54. the posts of Senior Accountant BD09 (band 5 0.53 FTE) and Finance Officer BB05 (band 6 0.65 FTE) be deleted; and

55. a Business Finance Systems post (band 6 1.0 FTE) be created.

[Reason: seeks approval to take the opportunity to strengthen the Council's finance system technical capacity within the Finance team arising from a recent retirement and vacant senior accountant post].

64. EXCLUSION OF PRESS AND PUBLIC (Agenda item)

At 8.03 p.m. it was

RESOLVED that, pursuant to Procedure Rule 20, and in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following item 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 this item, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description set out in Paragraph 1 of the revised Part 1 of Schedule 12A to the Local Government Act 1972, namely:-

Information relating to any individual.

65. DEMOCRATIC SERVICES STAFFING (Agenda item 23)

[NB Cllr Jerry Hyman attended the meeting and spoke on this item].

The Executive has considered a report on this matter, as set out in (Exempt) Annexe 3 and now

RECOMMENDS that

56. the recommendations set out in (Exempt) Annexe 3 be approved.

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.

66. EXECUTIVE FORWARD PROGRAMME (Agenda item 5)

RESOLVED that the Executive Forward Programme be adopted.

67. TREASURY MANAGEMENT ACTIVITY 2016/17 (Agenda item 7)

RESOLVED that the investment activity and performance to date in 2016/17 be noted and the current investment approach be endorsed.

[Reason: To receive a summary of Waverley's Treasury Management activities]

68. FUNDING SCHEMES FOR VOLUNTARY SECTOR ORGANISATIONS - PROPOSED CHANGES FROM 2017/18 (Agenda item 8)

[NB Cllr Jerry Hyman attended the meeting and spoke on this item].

RESOLVED that

1. approval be given for discussions to take place with the nominated organisations namely Rowleys Centre for the Community, Gostrey Centre, Farnham Assist, Age UK Surrey and Voluntary Action South West Surrey, with

a view to signing one year Service Level Agreements starting on 1 April 2017, extending to a further three years from 1 April 2018 to 31 March 2021;

2. following the successful pilot, the establishment of the Waverley Voluntary Commissioning Partnership be agreed;
3. the option that £18,050 could be identified as a possible saving be noted, which will be considered as part of the budget setting process for 2017/18; and
4. the opening of the 2017/18 funding round of the Waverley Voluntary Commissioning Partnership be approved.

[Reason: To consolidate the way the Council funds voluntary organisations by focussing on Service Level Agreements and commissioning, to offer a more robust approach and achieve improved outcomes]

69. OUTSTANDING DEBTS WRITE-OFF FOR DECISION (Agenda item 9)

RESOLVED that under Financial Regulation D203, the debts put forward for write-off be agreed, as listed in the (Exempt) Annexe to the report.

[Reason: to obtain approval for irrecoverable bad debts of more than a £7,500 individual value to be written off in accordance with the Council's Financial Regulations].

70. DUNSFOLD AND DUNSFOLD CHURCH CONSERVATION AREA APPRAISALS (Agenda item 14)

[NB Cllr John Williamson attended the meeting and spoke on this item].

RESOLVED that the draft Conservation Area Appraisals for Dunsfold and Dunsfold Church be approved for the purposes of public consultation.

[Reason: To gain authorisation to undertake a formal public consultation on the draft Conservation Area Appraisals (CAAs) for the Conservation Areas (CAs) of Dunsfold and Dunsfold Church].

71. LOWER CHURCH LANE - REPLACEMENT WINDOWS AND DOORS (Agenda item 17)

[NB Cllr John Williamson attended the meeting and spoke on this item].

RESOLVED that the submission of planning applications for listed building consent for the installation of replacement doors and windows to 25 and 28 Lower Church Lane, Farnham be approved.

[Reason: To seek approval for the submission of planning applications for listed building consent for the proposed replacement of windows and doors at two Waverley-owned housing properties, so that the alterations to these properties comply with the appropriate listed building regulations].

72. SUBMISSION OF A PLANNING APPLICATION FOR FARNHAM TOWN FOOTBALL CLUB CHANGING ROOMS (Agenda item 18)

[NB Cllr Jerry Hyman attended the meeting and spoke on this item].

RESOLVED that officers be authorised to submit a planning application seeking to retain the changing room facilities at Farnham Town Football Club.

[Reason: to seek authority to submit a planning application seeking to retain the recently constructed changing room facility at Farnham Town Football Club].

73. PERFORMANCE MANAGEMENT REPORT - Q1 2016/17 (APRIL - JUNE 2016) (Agenda item 19)

RESOLVED that the performance figures for quarter 1 be agreed, as set out in the annexe to the agenda report; and thanks be forwarded to the Overview and Scrutiny Committees for its review of the figures.

[Reason: To analyse the Council's performance in the first quarter of 2016/17].

74. APPOINTMENT TO SUSTAINABILITY AND TRANSFORMATION PLAN STAKEHOLDER REFERENCE GROUP (Agenda item 20)

RESOLVED that Cllr Jenny Else be appointed as the Waverley representative on the Sustainability and Transformation Plan Stakeholder Reference Group.

The meeting commenced at 6.45pm and concluded at 8.05pm.

Chairman

ANNEXE 1

WAVERLEY BOROUGH COUNCIL EFFICIENCY PLAN 2016 - 2020

This Plan is drawn from principles agreed in the Council's Medium Term Financial Plan approved in February 2016. This takes account of the current saving and investment programmes designed to deliver a balanced budget over this period. Accepting the Government's 4-year grant settlement offer will underpin the efficiency plan by providing greater financial certainty over the plan period including decisions about the use of reserves.

Addressing the Gap

The Council faces a significant challenge in addressing its forecasted budget deficit over the next 4 years in an environment where there is significant uncertainty and increasing levels of risks. The Council will need to adopt a mixed approach to addressing the projected £2.7m budget shortfall on the General Fund over the 4 year period (see figure 1).

Purpose of Efficiency Plan

- Provide a high level framework for addressing the projected budget shortfall in the medium term.
- Demonstrate that sufficient resources will be available to meet Waverley's objectives and priorities, particularly in the delivery of value for money.
- Look ahead to the longer term to protect and help plan sustainable services within an extremely challenging external economic and funding environment.
- Strengthen Waverley's financial resilience and manage volatility and risk, including maintaining an adequate level of reserves.
- Secure, maintain and develop Waverley's capital assets consistent with the Asset Management Plan.
- Anticipate financial pressures and identify potential ways to balance Waverley's budget including through efficiency measures.

The Council recognises that its ability to continue to deliver the full range of front line services will depend on its ability to generate new funding streams, manage costs and improve the way that the residents access services whilst supporting those that cannot help themselves.

Managing Financial Risk and Uncertainty

As the Council's funding becomes increasingly reliant on local sources and exposed to greater fluctuations, it is increasingly important to have appropriate strategies for managing any impact. The Council has identified the main areas of risk as:

- reducing business rates yield
- falling income from services from demand changes and other external barriers
- rising operational asset running costs
- rising demand and expectation of core services
- new and extended legal duties

- future of New Homes Bonus funding and business rates funding share

To manage the impact of a reducing business rates yield, the Council has:

- Agreed new staff structure in the revenues team to divert staff resources towards debt collection and enforcement
- Worked with the District Valuer and partners to try and develop reliable forecasts of business rates valuation changes
- Reviewed the benefits and risks of 'pooling' with neighbouring authorities and joined the pool in 2016/17.
- Progressed WBC led schemes leading to growth in business rates yield including Brightwells.

To address falling income from services, the Council will continue to:

- Implement measures to improve collection and enforcement.
- Review fee structures and tariffs to generate more income and ensure efficiency of collection.
- Approach government individually and in partnership with others to seek changes which frustrate income opportunities which currently require Council Tax payers to subsidise services which could be paid for by the 'users' of those services.

To address uncertainty over the future of the New Homes Bonus and Government Funding the Council has:

- Restricted use of NHB to within the revenue budget with the balance being used for invest to save and investment opportunities.
- Set up an 'Equalisation Fund' to manage in year deficits and surpluses in funding to act as a buffer to deal with in year volatility to ensure that sudden changes in business rate yield can be managed without the need to make service reductions

Key Actions in Efficiency Plan

- Review the approach to budget reviews and the Foresight Efficiency Programme to ensure budgets deliver good value for money and are aligned to Corporate Plan priorities. Strengthen management and monitoring of budgets.
- Agree to the 4-year grant offer from Government to reduce the uncertainty in this element of general fund income going forward
- Review level and use of reserves and balances in the light of the greater certainty on grant funding over the next 3-years
- Optimising return on cash surplus in times of low interest rates, balancing security, liquidity and return.
- Undertake a fundamental review of capital spending plans to ensure a sustainable Business case with affordable capital programmes.
- Utilise General Fund asset strategies including disposals and acquisitions including SANG where appropriate and establish a new Investment Advisory Board.

- Review partnerships and increase SLAs with community organisation to strengthen arrangements and provide greater funding certainty if possible
- Maximise invest to save opportunities to generate income, improve processes and/or make savings.
- Identify further efficiencies under the 'Foresight' Efficiency Plan including from reconfiguring IT systems procurement.
- Secure new funding opportunities to help deliver priority services and projects.
- Model and monitor sensitivities on key budget areas e.g. inflation and interest.
- Rigorously test all capital proposals for relevance, timeliness and deliverability.
- Review procurement methods and contracts to identify efficiencies and cost savings including agency staff.
- Achieve social inclusion and providing accessible, affordable services for the Borough's most vulnerable residents.
- Support Service Managers to manage finances effectively and invest in new financial systems.
- Improve the efficiency of our Customer Service approach including more effective use of technology to align with our residents' accessibility requirements

Figure 1**General Fund Budget Forecast beyond 2016/17**

Estimated variations from 2016/2017 Budget - Cumulative	2017/18 £'000	2018/19 £'000	2019/20 £'000
Inflation non-pay	150	150	150
Inflation non-pay	0	150	150
Inflation non-pay	0	0	150
Pay award	?	?	?
Triennial pension review 1/4/17	200	200	200
Government grant reduction	760	1,110	1,570
Benefit admin grant- loss	50	100	150
Loss of supporting people grant	50	100	100
Apprenticeship levy	70	70	70
New minimum wage	20	20	20
Waste and recycling contract	50	100	100
Cumulative Budget Shortfall	1,350	2,000	2,660

Waverley
Borough Council

Cultural Strategy -
Phase 2 Report

Janet Mein and The Audience
Agency - Adrienne Pye

DRAFT

Foreword

Executive summary

1 The Case for Culture

Arts and culture enrich our lives. They fire our imaginations, challenge, inspire, educate and entertain us. Everyone should be able to visit or experience a high-quality museum, library or live performance or participate in a cultural activity. These experiences open us to reflection, engender debate and critical thinking, and deepen our understanding of the world. (Arts Council England.)

There are two dimensions to culture - production and consumption - and we all engage in one way or another across the year - attending performances and events, visiting heritage sites and exhibitions or engaged in personal home based creativity.

The Creative Economy [2013] accounts for some 2.62M jobs, or one in twelve of UK employment and the GVA of the Creative Industries was £76.9bn and accounted for 5.0 per cent of the UK Economy. In Waverley the Cultural and creative economy is embedded with the University of the Creative Arts in Farnham and venues and museums in all the major settlements. **Appendix 1**

In Waverley, every week, hundreds of people take part in a myriad of cultural activities, coming together to be creative and share knowledge and experience. This local creative activity is embedded in our towns and villages. The social networks that result from this activity are part of the 'glue' that holds us together and makes our communities vital and also engenders a sense of wellbeing in participants.

2 Culture in Communities

As part of the stakeholder consultation the views of the Town Councils' and a representative village were sought. The value of culture in the community, the challenges to cultural and creative organisations and solutions to the challenges were the focus of dialogue. It is clear that culture plays an important part in community life.

3 Waverley's Priorities 2016-2019

Our vision is to make Waverley a Better Place to Live and Work

What we want to achieve in the next four years

Waverley is an ambitious Council seeking to deliver top class services. In the next four years we will continue to ensure our services are accessible, designed for residents and customers and delivered in an efficient and cost effective way.

Waverley has four priorities:-

Customer Service

- **Priority 1** - We aim to deliver excellent, accessible services which meet the needs of our residents

Community Wellbeing

- **Priority 2** - We will support the wellbeing and vitality of our communities-

Environment

- **Priority 3** -We will strive to protect and enhance the environment of Waverley

Value for Money

- **Priority 4** -We will continue to provide excellent value for money that reflects the needs of our residents

4 Evidence Base

Research has been undertaken to identify the cultural infrastructure with which the Borough can develop relationships and find ways of working together. A survey, description and consultation with key organisations have taken place and maps of the Cultural infrastructure distribution have been made.

The borough is home to a number of cultural and creative businesses, some commercial and some charitable; Sculpture and craft retail, individual craft makers and designers, arts centres and performance companies, museums and heritage sites. The University of the Creative Arts [Farnham campus] is a significant cultural institution based in Waverley. With over 2,000 students the University is an acknowledged world leader in some disciplines and plays an important economic role in the borough.

The Local Authorities [the Borough, Town Councils and the County Council] all play an active role in supporting, partnering or engaging in the direct delivery of creative and cultural activities, venues, events and strategic programmes. The Infrastructure is described by settlement and a separate section for organisations that cover the whole borough. For detail of the Cultural Infrastructure Consultation and Maps see **Appendix 2 and 3**

Demographic **area profiles** that highlight the propensity to engage with culture have been produced for each of the main settlements and in eleven areas more detailed profiles have been produced. These profiles give information that officers and cultural organisations can use to develop effective ways of communicating and building participation in their communities. **Appendix 4**

An overview of all the relevant policies and strategies at a local, County, regional and national level has been made and where culture can play a positive role in delivering other priorities and agendas this has been highlighted.

A description of how culture is resourced in the Borough and how cultural organisations can be identified as a resource [knowledge, skills, experience etc] has been made - reference is made to the increasingly rich body of evidence related to the value and outcomes of cultural commissioning.

This evidence base and stakeholder consultation has been used to inform the proposed Outcomes Framework, which will guide the work of the Council over the next 5 - 10 years. A significant number of organisations and individuals have contributed to this work. For a full list see **Appendix 5**

See **Appendix 6** Culture Outcomes Framework.

1 The Case for Culture

What is Culture? Culture, in broad terms, refers to the characteristics of place and people, language and knowledge, social habits and religion - all of these are manifest through the arts [music, art, theatre, digital artworks, design etc], heritage and history and the action of humanity on the landscape and in architecture. Taken as a whole culture informs the way we make places, how we engage socially and make sense of the world we inhabit.

Arts and culture enrich our lives. They fire our imaginations, challenge, inspire, educate and entertain us. Everyone should be able to visit or experience a high-quality museum, library or live performance or participate in a cultural activity. These experiences open us to reflection, engender debate and critical thinking, and deepen our understanding of the world.¹

There are two dimension to culture - production and consumption - and we all engage in one way or another across the year; for example, listening to the radio - speech and music, downloading film to our high definition televisions or laptops, blogging, being part of a local choir or performance group or volunteering in a museum, attending professional performances locally or travelling distances for specific events, exhibitions or visiting heritage sites, buying hand- made craft items for our homes .

The arts are a means by which we can investigate and understand the past and the present, our world and our feelings. We can do this by 'doing' it or by 'spectating' it or both. The wonder of libraries, museums and archives is that we can relate ourselves with others – often stretching back hundreds or thousands of years. This is one of the ways in which we can discover the history and shape of humanity and where or how we fit into it. - Michael Rosen Broadcaster, children's author²

We also make our living as games designers, performers, technicians, makers, interpreters, managers, publishers, retailers, teachers and more. The Creative Economy [2013] accounts for some 2.62M jobs or one in twelve of UK employment and the GVA of the Creative Industries was £76.9bn and accounted for 5.0 per cent of the UK Economy. Between 1997 and 2013, GVA of the Creative Industries increased by 5.8 per cent each year compared to 4.2 per cent in the UK economy³.

Appendix 1

In Waverley, every week, hundreds of people take part in a myriad of cultural activities, coming together to be creative and share knowledge and experience. This local creative activity is embedded in our towns and villages. The social networks that result from this activity are part of the 'glue' that holds together and makes our communities vital and also engenders a sense of wellbeing in participants. Whilst we instinctively and anecdotally know that this is the case, increasingly academic research is demonstrating that this is so⁴ and increasingly a conscious use of creative and cultural activity is at the heart of wellbeing strategies.

¹ Arts Council England - Great Art and Culture for Everyone 2010 - 2020 Strategic Framework p7

² Ibid. p11

³ Appendix 1 DCMS Creative Industries Economic Estimates January 2015 Statistical Release 13/01/2015

⁴ See Nick Ewbank Associates *Cultural Value and Social Capital* report 2014.
<http://www.nickewbank.co.uk/downloads/Cultural-value-report.pdf>

2 Culture in Communities

Two strategies for assessing the importance of culture in communities have been put in place firstly seeking views from the town councils and Elstead Parish Council [for a village view] and secondly analysing data derived from the Citizens Panel.

2.2.1 A view from the Town Councils

Three Questions were asked

- How important is cultural activity (performances, exhibitions, festivals, design of new development/public realm) to the community of in your town or village
- What are the challenges facing cultural organisations (e.g. Museum, voluntary groups etc) and community groups/individuals wishing to participate in cultural activity?
- Do you have solutions/ ideas for solutions to these challenges? Please let me know what these are.

Cranleigh

Whilst there is no researched evidence of the importance of culture in Cranleigh it is clear from the work of the Neighbourhood Plan consultation process that there is substantial support for Culture in the community. There is also a great deal of creative and cultural activity in the Village

The Arts Centre provides opportunities to take part in a diverse range of cultural activities from exhibitions, festivals, performances and workshops.

Cranleigh has a significant number of clubs and organisations. These include an Arts and Craft Society who organise art exhibitions twice a year and have regular meetings in between; the National Association of Design and Fine Arts; a film club; the Cranleigh Camera Club; several choirs; clubs that specialise in dance and performing arts and a very proactive History Society, The U3A is very active in Cranleigh and offers a full calendar of activities which include bridge and gardening. A more comprehensive list of organisations is available on the Cranleigh Village website www.cranleighvillage.net.

The Chamber of Commerce, in partnership with the Arts Centre and local community organise several events during the year including a Christmas event and a food & music festival. Cranleigh Rotary Club has a programme to support young people especially in public speaking and youth leadership and the Cranleigh and District Lions hold a number of popular events including the Cranleigh Carnival, the Bonfire Night event, a classic car show and Easter Egg Hunt. Both of these thriving clubs offer support to other organisations, events and activities within the community. The Cranleigh Show is held annually on the Agricultural Ground.

Cranleigh in Bloom has made a huge impact on the High Street especially improving areas of the public realm, and they have plans to expand in coming years. Some of the larger independent retailers in Cranleigh support festivals and events by providing space for exhibitions and activities.

The churches provide opportunities for other cultural activities, for example St Nicolas Church holds an annual Christmas Tree festival, all churches come together for the annual Remembrance Service in Cranleigh. Minority ethnic groups also have the opportunity to meet and celebrate their cultures. There are weekly prayer meetings for Muslims in the Band Room.

Local schools provide opportunities to engage in cultural activities, for example Glebelands opens up science evenings to pupils and parents at the school. Cranleigh School gives local residents the opportunity to attend music events.

Whilst there are a range of community buildings in Cranleigh, these have various limitations which include cost to hire; practical and suitable usable space and availability. The Village Hall Committee has concerns that distance to a mainline train station and the high cost of taxi fares also add to lessening the attractiveness of Cranleigh as a venue.

Whilst Cranleigh may be considered affluent, there are areas of deprivation (Waverley Needs Assessment 2013) and low finances is possibly a factor which prevents residents in participating in some cultural activities, although there are several community based activities that are free to enter such as the Christmas Light switch on, Cranleigh Carnival and the Bonfire event.

Godalming

Proximity to Guildford (and the wide range of cultural activity there) is a significant factor in any discussion of cultural activity in Godalming.

In September 2015 Godalming Town Council posted a Neighbourhood Plan questionnaire to all households in the Town Council's administrative area some 9,300 households. 2,084 questionnaire responses were returned. This equates to a response rate of approximately 20%. The questionnaire did not directly address the issue of cultural activity because the work so far on the Neighbourhood Plan had not identified it as a priority. The questionnaire did ask about community facilities and about design of new development in the form of homes and commercial property.

31.8% (650) of respondents answered the question **"Are there any community facilities that you feel are lacking in the area?"** 68 of those respondents referred to arts or performance (including cinema, theatre, music and art based) facilities. The comments were predominantly about accessing films, live performances and exhibitions, (rather than taking part in activities and classes, which were dealt with within other headings) The need for a cinema was referenced 37 times (54% of the relevant respondents) and descriptions include 'permanent' 'better' 'proper' and 'multiplex'.

Examples of comments were:

- "Arts and craft centre for every age group in one place...."
- "Few central facilities for mainstream cultural activities (e.g. Theatre clubs, book clubs etc). Limited local cinema availability especially timings (evening only, not matinees)"
- "Godalming lacks a centre where its wider artistic/creative/cultural activities take place. I & my friends spend a lot of evenings at Farnham Maltings or Guildford Electric Theatre for films/shows etc. Would be good to have something here."
- "*Cinema/theatre/art galleries/open air concerts not just for a few hours on a Sunday in the summer.*"

27 respondents referred to poor availability of halls or public rooms for hire and community use: - and some key comments here were:

- "*A large community centre affordable for choral singing*"
- "*Halls for hire for organisations. Those we have are fully booked and it is well nigh impossible to hire, say for weddings etc.*"
- "*A community hall for meetings, exhibitions that is reasonably priced.*"
- "*Several residential centres have no hall or centre for activities e.g. Northbourne and Catteshall...*"
- "*A large-enough, modern town centre community centre (multi-functional)... "*

8 respondents referred to the availability of library and museum facilities: and comments here were:

- *"More support for Godalming Museum"*
- *"A 'quiet space' for people to work/read/do homework in, such as that Godalming Library used to have (the Upper Floor). Nowadays, there is nowhere peaceful to work in."*

With regard to new development the questionnaire addressed the issue of design with two questions in each case. Respondents were invited to rank a series of design issues by their importance. The first was: *"How important do you think following aspects of design in new housing are?"* 2061 (98.9%) respondents made some answer to this question. Similarly 2025 (97.2%) respondents made an answer to the questionnaire *"How could the design of new Retail/Commercial properties improve the Godalming/Farncombe area?"*

In conclusion I would say that cultural activity is important to the community of Godalming (evidenced by the proliferation of cultural & performance groups – too many to give an exhaustive list but includes an active Theatre Group, a brass band with youth band, an Operatic Society, a Choral Society, a Community Gospel Choir, a Rock Choir, a Jazz Choir, a Music Festival and a thriving museum). Further that when asked most residents did not identify any lack of such activity.

Anecdotally cultural organisations refer to a lack of affordable performance space and to the fact the space that is available (the Ben Travers Theatre and the Borough Hall) is only available outside school terms. Finance is a challenge with some organisations having faced significant crises – addressed mainly by increasing subscriptions for participants. Thus raising a question of accessibility for individuals of reduced means.

To provide some solutions to the challenges Godalming has spent £1m on refurbishing the Wilfrid Noyce Centre such that it provides an informal performance space which will support smaller groups (such as youth theatre) and informal productions.

Farnham

Cultural activity is a really important aspect of life in Farnham and underpins the character and sense of community enjoyed for so long. Farnham is blessed with a large number of community groups that initiate and promote culture whether it be art, sugar craft, knitting, music, theatre, performance, dance, readings, the Museums (including the Museum of Rural Life), the library, local history, heritage, pottery, sport, public art, community fetes and carnivals, adult education whether publicly organised or through NADFAS and the U3A, and the improvement of the public realm (whether this be flowers with the Farnham in Bloom Community Group, litter picking, or painting railings or improving historic graves in the churchyards). Farnham is a very cultural place with a history of craft, art, design, architecture, invention, education and a strong focus on celebrating the historic buildings and people that have made Farnham a very special place. This is exemplified by the number of conservation areas and listed buildings (said to be more than Lincoln or Chester). Farnham is very proud of its University built on a very long tradition and creating a wide range of cultural graduates in new creative technologies as well as traditional ones.

Farnham people have traditionally raised funds to buy places for culture or left endowments to ensure that culture can thrive. The Farnham South Street Trust for example distributes some £20,000 per annum from a legacy left in the 1880s for "art and allied subjects". The Farnham Institute charity distributes some £25,000 per annum from a legacy from George Trimmer. The Memorial Hall was a gift to the Town for cultural and sporting activities in memory of people from the local brewery who died in World War 1. Gostrey Meadow, the main site for music and

community events was purchased from a public subscription in 1910 and there are many other examples.

One of the main issues for local community groups is about getting their message across and working with the public and private sector to continue the rich traditions that have been around for generations. There is a real concern that many of the traditional places used for culture are being squeezed and that the sale of public assets to meet budget shortfalls as a result of public sector spending cuts will damage the rich cultural vein. There are large numbers of volunteers, but many of them are elderly and involved in more than one organisation. Younger volunteers do not have the time always to take the reins, needing to generate enough income to live in a very high costs area. There is a risk of cultural exclusion with the costs of some activities being a barrier to poorer families particularly but not solely in some of the social housing areas. Schemes such as the Pop Up Craft project run by the Farnham Maltings and work by community centres such as the Bungalow in Hale and the Wrecclesham Community Centre try to help bridge the gap, but awareness of the problem is not shared across the community.

Farnham Town Council attempts to support the cultural sector in a number of its activities with its grant programmes, events and publications. It is clear that there needs to be more joined up working between the public sector and recognition of the role that Town and Parish Councils can play in support of a wider cultural Strategy for the area. There is little direct contact between Waverley Borough Council and Farnham Town Council on cultural matters and both organisations are poorer as a result. There may be opportunities for greater synergy in delivering the new Cultural Strategy. In recent times there have been stronger links with Surrey County Council through the Craft Town Project led by the Farnham Maltings. Farnham Town Council would welcome the opportunity to explore ideas on how to better engage and strengthen existing organisations and create the climate for Farnham continuing to be a cultural jewel in Waverley's crown and maintaining a legacy for future generations.

Haslemere

Three Haslemere town Councilors contributed to the response. Collectively their views are as follows.

When small towns like Haslemere start to promote the value of the arts in its community and start to encourage performances, exhibitions and festivals, there is a direct positive correlation with economic & environmental development in regional communities. It may also strengthen connections between the arts and academic institutions and policy bodies in the regional development field including local government. This could possibly be a way of encouraging more private investment into smaller towns and can be an important part of the attractiveness of a small town to current and potential residents. Community and cultural activities nourish local networks and build a sense of belonging. It may also support tourism.

Haslemere has the largest theatre in the Borough; it is very well used for a host of cultural activities. The Haslemere Educational Museum is an important internationally recognised museum and is a centre for a variety of cultural and educational events. The Haslemere Festival and the Fringe Festival are important local cultural events not only to the Community of Haslemere, but also to those village communities living on the borders of Haslemere in West Sussex and Hampshire.

Cultural activity is very important and attractive to our residents and visitors to our town; this is evidenced by significant numbers of people attending outdoor musical events such as the Haslemere Festival/ Fringe/ Charter Fair and Christmas Carols. Live streaming of events, plays, opera and concerts to audiences at the Haslemere Hall has also proved a great success. Many local pubs now have live music nights which seem very popular. Many of our local groups have a wealth of expertise

in mounting exhibitions, painting, crafts and decorative arts as well as providing speakers on many diverse topics.

There are many challenges facing cultural organizations in smaller towns. Most of the challenges are based on perception, it is perceived that smaller towns could not possibly have award winning or culturally important museums, or that that theater or the performing arts could possibly not be as good as those in larger towns and cities or simply that smaller towns could not possibly have any cultural organisations at all. The Haslemere Hall is a case in point, to date many local residents are unaware it exists or have never been to a performance at the hall, but it continues to produce exceptional performances. The importance & value of community and cultural activities can easily be underestimated.

There are a number of practical challenges as well; Funding and income generation and sustaining the number of Volunteers. Environmental; are our halls, centres and open spaces fit for purpose with reference to parking , accessibility etc? and marketing and advertising; ensuring that events are well publicised across a variety of sources locally and further afield .

Solutions to these challenges might be

- Specific project funding available to local churches, museums, theatres, town councils etc. to enhance, regenerate, develop and promote cultural and performance spaces in towns.
- Change in public policy to address and prioritize the need of inclusive cultural activity in smaller towns.
- Promote community / cultural activities as part of a development strategy.
- create better branding and visibility for local cultural activity on a wider regional and national platform via the internet.
- Well produced Marketing and Advertising.
- Consider linking events together by themes, e.g. a specific event at the Haslemere Hall being twinned with a special menu at one of the local restaurants or hotels so that advertising could be shared.
- A tourism strategy might be considered to enable more net working between local stakeholders

One of the town Councillors said “I am glad that there is this provision for planning a strategy for smart, sustainable and inclusive growth in small towns like Haslemere.

Citizens Panel survey

The Citizens Panel survey received responses on email and through the post. These had some slight differences, the most noteworthy of which was a higher importance placed on Libraries in the postal replies. In the main, they spelled out similar concerns and preferences.

Citizens Panel headline summary: 644 respondents to overall panel survey

Importance of cultural opportunities

The largest response as to the importance of the various cultural opportunities in making Waverley a good place to live (from 554 responses) was for **Arts and Entertainment** (theatre, music and galleries). 42% said that this category is very important to them and 35% that they are a high priority for improvement (with 43% also making this a medium priority).

40% of all respondents to the question considered **Libraries** to be very important in this respect, while 35% thought them a high priority for improvement and 36% a medium priority in this respect.

37% of respondents considered **Heritage and Museums** to be very important, with 25% seeing them as a high priority for improvement and a further 47% a medium priority.

35% thought the **commercial provision** of cinema, and music in pubs, clubs and restaurants very important, with 25% seeing a high priority for improvement and 39% a medium priority.

33% thought activity in **village halls** etc. very important, with 27% seeing them as a high priority for improvement and a further 48% seeing these as a medium priority for improvement

Geography of attendance

Asked where they attended these activities, the majority either said 'Farnham' or 'Godalming' in all categories, and 252 listed a number of places they go, with most emphasis on Guildford (128 responses), London (70 responses), Aldershot (31 responses) and Woking (17 responses).

Reasons for attending cultural activity

Asked why they engaged with the cultural opportunities in the Borough, the most respondents to **Arts/Entertainment** (theatre, music and gallery) said 'to see a specific performer', because they like going, and also because they want to have fun.

Library users and supporters go 'to learn something new' and because libraries are low cost and one can put one's free time to good use there.

Respondents to the **Heritage/ museums** section said they wanted to learn something new or specifically 'about cultural heritage' and to put their free time to good use.

Respondents to the Activity in **Community Centres and Village Halls** chose 'to support the local community', for their physical health and wellbeing and 'to have fun'.

Cinema and music in specified locations were important to their attenders 'to spend time with family', because they 'like going to that activity' or to 'have fun'.

In responses to the question about what would encourage people to engage or attend more often:

For Arts and entertainment, 45% said 'More performances/events about subjects that interest me', 38% asked for 'Better quality performance/events' and 34% for 'More performances/events close to where I live'.

For **Libraries** 15% said 'if I had more free time', 14% said better information about what is available, and 13% said 'Nothing – would not go more'. This category had many fewer responses than any other.

For **Heritage/museums**, 27% said 'Better information about what is available' and 27% 'If I had more free time'. 25% of respondents would be wooed by 'More performances/events about subjects that interest me'.

For Activity in **Community Centres and village halls**, 35% said 'More performances/events about subjects that interest me'; 30% said 'Better quality performance/events' and 28% said that 'Better information about what is available' would persuade them to attend more often.

For **Commercial provision** (cinema and music), the most expressed 'hooks' were 'More performances/events about subjects that interest me' (25%), 'More performances/events close to where I live' (24%) and 'Better quality performance/events' (23%). [This chimes with, in particular, comments on the lack of commercial cinema provision in Farnham.]

Other comments in addition ranged from the need for **better public transport** to better **access** (parking generally, parking and other provision for disabled visitors), through to problems with **timing** (too few events at a time when people are not working), concern about the hole left by the Redgrave's closure, and the **perceived better variety of books on Kindle** and in charity bookshops.

These comments are echoed in the more detailed literal information, which gleaned a highly - engaged 237 responses (37% of all respondents to the panel survey). Better parking, cheaper parking, and better disabled access (including mental health support) are frequently mentioned. Additionally, people talk of their own **lack of time** and the lack of events at a time when working people can attend. They request **more, and more accurate, information** on what's available, qualify the need for more cinema as being more independent, not commercial, cinema. People want more **concessions for the retired, and more activities for children**.

3 Waverley's Priorities

Our vision is to make Waverley a Better Place to Live and Work

What we want to achieve in the next four years

Waverley is an ambitious Council seeking to deliver top class services. In the next four years we will continue to ensure our services are accessible, designed for residents and customers and delivered in an efficient and cost effective way.

As part of the Government's deficit reduction plans we will receive more funding cuts in the next few years and this will further test our initiative and skill in delivering essential services to our residents. Nevertheless, we have high expectations that we will find ways of delivering more with less.

We will embrace new technology and look to deliver services in ways that best suit our residents in this increasingly digital age. However we recognise our diverse population and we will continue to provide a variety of communication channels being very aware that not everyone has access to the internet.

Waverley's aging population poses a number of challenges to our services. It also presents us with opportunities for delivering new services in the areas of leisure, recreation, telecare, housing and initiatives in the area of independent living for older residents. We will need to work collaboratively with other organisations to make this happen and to make the best use of diminishing resources. In the next four years we will be exploring the best ways to work in partnership for the benefit of Waverley residents.

Waverley has four priorities:-

Customer Service

- **Priority 1** - We aim to deliver excellent, accessible services which meet the needs of our residents
 - We will strive to make continuous improvement in customer service and engage, listen to and understand the needs of our residents.

Community Wellbeing

- **Priority 2** - We will support the wellbeing and vitality of our communities-
 - The wellbeing and prosperity of our varied communities is at the heart of everything we do. Through the provision of affordable housing, leisure and recreational facilities, support for older people and vulnerable families as well as support for local businesses we will endeavor to secure the wellbeing of our communities.

Environment

- **Priority 3** -We will strive to protect and enhance the environment of Waverley
 - Waverley is a beautiful place to live and work and we want to make it even better. The Council has an important role in the stewardship of the land we own and manage on behalf of others. Through the Planning service we can influence and support the aspirations for development in our towns and villages. We will also continue to invest in making Waverley a clean and sustainable place.

Value for Money

- **Priority 4** -We will continue to provide excellent value for money that reflects the needs of our residents
 - The Council faces enormous financial challenges over the next four years. We want to maintain and enhance our service delivery and will do this by careful financial management and planning.

The Borough also has a number of adopted strategies and initiatives which have within them cultural actions or the potential to achieve objectives through cultural means. These are

- Strategy for Ageing Well 2015 - 2018
- Affordable Homes Delivery Plan 2012-2017
- Waverley Economic Strategy 2015 -2018
- Local Development framework
- Open Space Sport and Recreation Policy Options
- Waverley Health and Wellbeing Strategy 2016 - 2021

Within this framework and building on a substantial evidence base created through desk research and stakeholder consultation, an Outcomes Framework has been developed that sets the guiding principles for the period 2016 - 2026 and expresses the overlapping and interweaving of creative and cultural outcomes that support the Borough's priorities.

4 Evidence Base

4.1 Waverley's Cultural Infrastructure

The borough is home to a number of cultural and creative businesses, some commercial and some charitable; Sculpture and craft retail, individual craft makers and designers, arts centres and performance companies, museums and heritage sites. The University of the Creative Arts [Farnham campus] is a significant culture institution based in Waverley. With over 2,000 students the University is an acknowledged world leader in some disciplines and plays an important economic role in the borough and its neighbours.

The Local Authorities [the Borough, Town Councils and the County Council] all play an active role in supporting, partnering or engaging in the direct delivery of creative and cultural activities, venues, events and strategic programmes. For detail of the Cultural Infrastructure Consultation see **Appendix 2**

4.1.1 Godalming

Godalming Museum - Situated at the top of High Street in the oldest medieval house in Godalming, this 'Friendly Museum by the Pepper Pot' was founded by the Town Council in 1921. The core purpose of the museum is to record and preserve the social history and heritage of the locality celebrating the diverse range of businesses and activities that provided significant employment and social engagement in the town. Support and partnership with other community based organisations is integral to the museum's ethos and operation and, in addition to holding the archives of a number of local societies, the museum hosts the visitor information point in the town and facilitates community events.

Godalming Library - the largest of the purpose built Libraries in the Borough hosts a variety of core library services, books, reference and on line. The County Council has identified this building as having potential to host adult learning or access points for other services [co-location] or be available to community groups?

Surrey Guild - Surrey Guild of Craftsmen members are selected professional craftsmen and designer makers of contemporary and traditional applied arts. Their work is distinguished by fine craftsmanship and innovative design. The Guild has a shop in the village of Milford, just adjacent to Godalming, which is open daily. It also facilitates links to members own on-line sales through its website.

The Borough Hall – located in the heart of Godalming, the historic Borough Hall is a spacious venue for public and private events. The large, fully equipped main hall and smaller function room with licensed bar makes it an ideal venue for public meetings, live performances, markets, fairs workshops and children's parties. The Borough Hall Cinema screens films on regular basis and is popular with family audiences.

4.4.2 Cranleigh

Cranleigh Arts Centre - Established over 30 years ago The Arts Centre is based in the Victorian School building in the heart of the village. The building contains a performance auditorium, gallery, studio and meeting room, pottery and cafe/bar facilities. The programme ranges over theatre, music of various genres, comedy, exhibitions, event cinema, film, dance and a wide range of workshops for

all ages. The relationship between the Arts Centre and the Borough is through the mechanism of a Service Level Agreement.

Cranleigh Library - this purpose built Library hosts a variety of core library services, books, reference and on line. It is also the base for one of the seven County Council Local History Centres.

The Brooking National Collection - Cranleigh - a private collection of architectural detail exemplifying architectural history of Britain, by preserving the physical detail of the UK's built environment down to the smallest detail, it gives insights into everything from the craft of the artisan to the social layering of British society. For decades it has been used as a teaching resource by conservation professionals, universities, schools, architects and their students, designers, crafts apprentices and private individuals. Part of the collection was selected to be shown at the 14th International Architecture Biennial in Venice

Reg Day Memorial Museum - Dunsfold - A personal collection on the history of the Dunsfold Aerodrome on display in the Dunsfold Aerodrome Business Park.

4.4.3. Haslemere

Haslemere Educational Museum - In 1888 Sir Jonathan Hutchinson formed a private museum in his garden barn based around botany, geology and social history. He established a revolutionary new role for museums by emphasising the importance of education for everyone. Haslemere Museum was one of the very first museums to include children. Today Haslemere Educational Museum is one of the largest Natural History Museums in central southern England with over 240,000 specimens, along with over 140,000 Human History artifacts from around the World. There are three large permanent galleries for Geology, Natural History and Human History artifacts, also with three temporary exhibition rooms, a library and a dedicated education room for people of all ages. The Museum hosts the Visitor Information Centre

Haslemere Hall - Founded and paid for by Barclay Lewis Day ***the*** Hall, opened in 1924, has a fully equipped theatre seating approximately 340 in a main Auditorium with upper Balcony. The large stage has facilities for flying scenery and there is a modern computer controlled lighting and sound system. As a multipurpose building it is also used for lectures, meetings etc. There are regular cinema showings of recent films, and the Hall hosts a variety of events promoted by local groups.

Haslemere Library - situated in a shop premises the Library provides core services to the community. The constraints of the scale and layout of the building mean that it is unable to build a significant additional programme

4.4.4. Farnham

University of the Creative Arts - The campus in Farnham is one of four campuses across the South East which together makes up the University. Courses in Farnham include Fashion and Textiles, Art and Design, Acting and Performance - with a partnership with Farnham Maltings, Computer Game Arts, Animation, Digital and Screen Arts, Film Production, Advertising, Graphics and Illustration, Journalism and Creative Writing and Media [business and communication], Interior Architecture and Design, Glass, Ceramics Jewellery and Metalwork, Silver and Goldsmithing and Photography. UCA is the location of the James ***Hockey Gallery*** and the ***Craft Study Centre***

The campus makes an economically significant contribution to the Borough. UCA estimates that students will spend between £5,000 and £10,000 per annum on living costs within Farnham and the

surrounding towns (based on estimated living costs and economic impact studies performed in the HE sector).

Farnham Maltings' - Established in 1969 Farnham Maltings is a cultural organisation that works with the artists and communities of South East England to make, see and enjoy the best art possible. Underlying all Maltings activity is belief that creativity helps us make sense of the world, brings people together, has the potential to articulate new ideas and that by encouraging people to participate in cultural activity, as audiences and makers, they will foster a healthier, happier and safer community. As an organisation The Maltings is concerned for the quality of people's lives – particularly those at the edges. Rooted in Farnham and in the South East the Maltings connects and works with others nationally and internationally.

Museum of Farnham - Situated in Wilmer House in the centre of Farnham, the Museum was established in 1961. In 1992 the Museum was re-branded as the *Museum of Farnham*; the intention being to place the emphasis on the Museum being **about** Farnham, since 2012 the Museum has been managed through a Service Level Agreement by Farnham Maltings Association Ltd. The buildings and the collections remain the property of Waverley Borough Council who take an active interest in the management and future of the Museum.

Farnham Library - The Library provides the core services books, reference and on line. a review of the library identified potential to create public activity space if the shelving were to be mounted on wheels and was therefore mobile

Adult Education Centre. - a wide variety of courses are provided through the adult education service covering areas such as Art & photography, Craft, design & textiles, Food & wine, Dance & exercise, English & maths, Work & skills, Languages and general studies. In 2014/15 the ceramic studio was refurbished and upgraded and providing a high quality facility which contributes to the Craft Town offer. The Library, Adult Education building and the Museum are close together and there is clearly potential for more collaboration related to adult and family learning

Rural Life Centre - Tilford - Founded in 1973 as the Old Kiln Museum, The Rural Life Centre is a well established independent museum in the Borough. Its purpose is educational and includes both the promotion of wider knowledge of rural life in Southern England up to 1970 and to contribute generally to the public understanding of village and country life. It does this through collection, preservation and interpretation of documents, pictures, artifacts, machinery, and buildings relating to rural life - over 40,000 items.

Stopgap Dance Company - Founded in 1995, Stopgap is an integrated dance company where disabled and non disabled artists work together on equal footing. The Company creates exhilarating dance productions for national and international touring employing disabled and non-disabled artists who find innovative ways to collaborate. The Company ethos is to value a pioneering spirit and is committed to making discoveries about integrating disabled and non-disabled people through dance. Difference is their means and method. Productions are devised by the company dancers and collaborators, working as an ensemble under the artistic direction of Lucy Bennett:

Farnham Craft Town

The craft town initiative has four aims;-

- to embed craft into the everyday life of the town
- to promote the role of craft in improving health and wellbeing
- support a vibrant market place of craft makers

- Encourage new audiences and visitors to Farnham.

The initiative is guided by a steering group consisting of Craft Study Centre, UCA, Farnham Maltings, Museum of Farnham, Surrey Cultural Services, New Ashgate Gallery Farnham Pottery group Waverley Borough Council and Farnham Town Council.

New Ashgate Gallery [NAG] - has been trading for 39 years building on the original Ashgate Gallery which was established in 1956. The Trust's principal objectives as a non- profit making organisation are those of promoting, celebrating and advancing contemporary art and craft ideas, objects, creative learning and artists and makers. NAG schedules some 25 exhibitions in each year selling work by over 275 makers. As well as trading from the shop, on line sales are an important part of the business. Jewellery and ceramics are popular sales but painting, original printmaking, textiles, glass, wood, sculpture and a range of other media are well presented. NAG plays a key role in the Craft Town initiative.

Farnham Pottery - Wrecclesham Established in 1873 by local potter Absalom Harris, it operated for over 130 years and was run by five successive generations of the Harris family. Many well-known local potters learnt their craft at the Pottery. Currently undergoing an extensive sympathetic renovation, The Pottery now provides accommodation for a range of craft ventures, with the primary focus on ceramics-based organisations, and exhibition areas, all with an emphasis on community involvement. The Farnham Pottery is home to three craft organisations and a number of small businesses

- **Ceramics 318** - Located at the old Farnham Pottery, 318 Ceramics is an independent, formed creative organisation which aims to promote skills and excellence in ceramics by providing education and support to beginners through to professionals.
- **West Street Potters** - Is an independently run organisation, set up to provide learning opportunities for people wanting to discover ceramics and clay. Providing classes, both during the daytime and evenings, it aims to meet the needs of the membership which is currently in the region of 130 people. Members range from complete beginners through to semi-professionals.
- **Farnham Sculpture** Is a friendly group of wood and stone carvers, who work in an attractive, well equipped studio within a listed building. Our membership includes both experienced carvers who exhibit and sell locally and beginners who enjoy being creative in supportive company. Facilities include, purpose built benches, wood vices, heating and tea and coffee facilities
- **The Pugmill Bakehouse** - a community kitchen where hand made food is shared
- **Lewis visuals' Architectural Practice** work ranges from major extensions and refurbishments to large properties, the modest single storey extension, enlarging a kitchen or creating an 'open living' environment.

Manor Farm Craft Centre - Visitors to the Centre can see a variety of crafts. Hand lettering, calligraphy and letter carving in stone can be commissioned. Knitwear is made to order and there is a wide selection of work from local craft makers in the craft shop

Sculpture Park Churt - Sited within ten acres of stunning arboretum and wildlife inhabited water gardens The Park holds is an eclectic sculpture exhibition with over 300 renowned and emerging artists showcasing 600 modern and contemporary sculptures for sale.

4.4.5 County Wide

Voluntary and Amateur Cultural Organisations. The Borough holds a list of some 34 voluntary and amateur organisations active in the Borough. This list is of organisations known to officers and is unlikely to be comprehensive. The group was approached via email to develop an understanding of the role they play in their communities, to identify the top three challenges they face and to see their views on how the borough might, given limited resources, provide assistance in overcoming these challenges. There are also a number of civic societies in the Borough whose role in identifying and championing the heritage is important. **Appendix 2**

The Surrey Hills Inspiring Views Project has been established with the primary focus of working with local partners to undertake viewpoint creation, access improvements, and creative interventions at sites across the Surrey Hills Area of Outstanding Natural Beauty. The aim is to support a range of projects that benefit the landscape, wildlife, cultural and recreational aspects of the Surrey Hills.

The programme of activity focuses along the Greensand Way. At regular points views will be opened up and at each view point an intervention is planned that creates 'Pauses' and time for reflection.

An integral part of the project is the development of a Visual art programme.

Surrey Open Artists Studios SAOS is a membership network that provides support to the large number of artists [over 300] living and working in Surrey of which approximately 90 are resident in Waverley. SAOS offer a number of activities and services.

The County Council Cultural Services - provide a range of relevant, lively services which enhance the quality of life of Surrey residents by delivering accessible, high quality, inspirational and enjoyable cultural and learning activities, and information for all people living in or visiting Surrey.

- **Library Services** used by nearly one third of Surrey residents, including 52 libraries – nine of which are successfully operated by volunteers.
- Exploring, protecting and improving access to Surrey's heritage and the county's archives **and records.**
- Ensuring that local residents have access to new skills, leisure interests and new knowledge, by providing 2,100 **adult learning courses** at seven adult learning centres and approximately 40 external venues. Provision includes courses for **Family Learning** and for 833 learners who declared **Learning Difficulty and/or Disability.**
- Ensuring that as many people as possible benefit from learning with **Surrey Arts** through schools music lessons and working with local groups and communities.
- Smooth and efficient **registration** of births, deaths, citizenship ceremonies, marriages / civil partnerships

Community Youth Service - The new structure has three tiers, The SCC Hub, The SCC Spoke and the Partnership Spoke - run by community or voluntary organisations. In Waverley the SCC Hub will be in Farnham, delivering the majority of hours, open access, detached work and targeted interventions there will be an SCC Spoke in Godalming consisting of open access and targeted interventions, a community spoke in Haslemere and a Partnership spoke in Cranleigh delivering 3 hours open access. Across the Borough there will be partnership working focused on Young Carers and traveller youth, and other Waverley projects to meet the need of young people.

4.4.6. General

In addition to this named infrastructure there is a myriad of **village halls and community centres, schools, pubs, green spaces and gardens** which have the potential to host creative and cultural activity. Vital support for this range of provision is the **commercial businesses** which are necessary to

achieve performance, exhibition and participation. Shops selling art materials, fabrics for set and costumes, printers of posters, programmes and catalogues, commercial galleries selling the work of artists and makers are all vital to the healthy cultural ecology of the Borough.

4.2 Audit and Culture Maps

An audit of the cultural infrastructure in Waverley demonstrates that there is a good range of professional and voluntary activity across the Borough. A series of cultural form specific maps has been produced and there is a single map which brings the data together. The maps show, not surprisingly, that cultural provision clusters round the main population centres in the four towns, but there are venues such as village halls and pubs which cater for the more rural areas and in some cases offer as-yet-not-fully-realised potential for cultural activity.

Appendix 3 contains the suite of maps. In each map venues and individuals are identified as to their geography from full postcodes, and by their artform by colour- and shape-coding.

The first map produced shows the full spectrum of provision and the following maps display discrete cultural elements:

- Community/Education
- Museums, Heritage, National Trust
- Performing Arts (including cinema)
- Village and Community Halls
- Visual Art
- Beyond Waverley (i.e. cultural provision close to the borough and likely to attract attendees from the borough)
- Parks and Woodland

Within these categories are, for example, village halls with a variety of cultural offerings, individual artists and their studios which are part of the Surrey Open Arts Studios programme and schools, churches and heritage properties where arts activity takes place. The full list of inclusions to date is shown in **Appendix 3a**.

It is inevitable that there will be some omissions from the overall picture probably pubs with music licenses, dance (dancing schools plus any performance other companies), literature in the form of writing groups, amateur dramatic societies and a additional creative industries (mainly graphic designers). The maps are a snap shot of activity identified by publicly available listings and web search at the time of going to press.

4.3 Area Profiles

What we know about Cultural Engagement in Waverley

Using Audience Spectrum and Mosaic profiling, gathered together into Area profiles, allows cultural organisations to understand who is attending, who is likely to attend, where there is a need for outreach work to encourage cultural engagement and how, for example, to communicate appropriately with residents.

They also give rich information that can be used for funding applications, for approaching sponsors, for identifying individuals who will volunteer to work with and who will donate to cultural activity.

An Area Profile Report has been produced for the full catchment of the Borough overall, and one for a defined 15-minute drive time around each main centre of population i.e. for Cranleigh, Farnham, Godalming and Haslemere.

This gives a research/market intelligence resource that contains full information on the demographics and the cultural engagement of each specific area's residents and households.

The numbers and the percentage within each target area are analysed through a combination of demographic information from the national census and cultural demographic and engagement information drawn from national surveys and other cultural sources.

These reports offer a sense of the potential for (and type and frequency of) cultural attendance and participation in each area.

They include analysis through the new cultural population segmentation system, Audience Spectrum, commissioned by Arts Council England, to give a better understanding of cultural attitudes and residents' motives for engagement (and some sense of existing barriers to engagement.)

Waverley's cultural profile

The detailed Area Profiles in **Appendix 4** have been generated using Audience Spectrum. By segmenting the whole of the UK by cultural values, Audience Spectrum enables the discovery, comparison and benchmarking of local audiences with the whole population

Audience Spectrum profile

Audience Spectrum segment (adults 15+)	Waverley		Surrey		Index
	Count	%	Count	%	
Metroculturals	271	0%	12,726	1%	20
Commuterland Culturebuffs	52,633	54%	366,111	39%	137
Experience Seekers	6,412	7%	100,477	11%	61
Dormitory Dependables	19,644	20%	234,894	25%	80
Trips & Treats	5,682	6%	70,103	8%	77
Home & Heritage	6,553	7%	59,096	6%	106
Up Our Street	1,740	2%	20,925	2%	79
Facebook Families	4,129	4%	49,087	5%	80
Kaleidoscope Creativity	65	0%	12,598	1%	5
Heydays	915	1%	8,378	1%	104
<i>Unclassified</i>	2,239	-	12,075	-	
Adults 15+ estimate 2013	98,044	100%	934,395	100%	100

Base totals and percentages do not include unclassified records.

Audience Spectrum tells you about both the behaviour *and* location, down to postcode level, of each segment. This means that it drives audience development both practically and strategically, whilst meeting the needs of small and large scale, ticketed and non-ticketed organisations from across the cultural sector.

Pen portraits of mythical, but typical, households based on Audience Spectrum categorisation have been created to make this data more user friendly to the non specialist.

The most prevalent Audience Spectrum profile in Waverley, at 54% of the population of the borough, is called **Commuterland Culturebuffs**. This profile is highly engaged with culture, comprises 12% of the UK population, and its members are summarised as *affluent and professional consumers of culture*.

Commuterland Culturebuffs Pen Portrait: Malcolm and Marilyn

Malcolm is 61 years old and Marilyn is 59 years old. They have been married for over 30 years, their two children have already grown up and may have moved away. The couple have been living near Cranleigh for the past nine years where they own a detached four bedroom house with a big back garden.

As both Malcolm and Marilyn are self-employed they now have fairly high disposable incomes. They spend their time and money on home improvements, going on regular holidays and giving dinner parties for friends.

They read the Daily Mail during the week and The Times on Sundays and get their weekly grocery shop from Marks & Spencer and Waitrose.

Malcolm and Marilyn are active culture consumers. They are friends of the Yvonne Arnaud Theatre in Guildford and hence attend this venue frequently and they usually plan an annual trip to one of the National Museums in London such as the V&A, and the theatre, such as The Old Vic.

The last time that Malcolm and Marilyn attended theatre in London was last year, to celebrate their 30th wedding anniversary. They booked their tickets and meal far in advance to attend a production at the National Theatre. They loved the outing and would like try to go into central London more regularly and not just for special occasions.

They are also longstanding National Trust members and like to explore National Trust properties within a reasonable drive time from home. They used to make this a regular family outing, seeing it as both a good general family activity and of educational benefit to their children growing up. They are now thinking of becoming National Trust volunteers locally.

Commuterland Culturebuffs are dominant in each of the four town profiles, but the percentage differs, with 61% in Cranleigh, 52% in Haslemere, 33% in Godalming and 31% in Farnham.

The next best-represented Audience Spectrum profile in the borough and the towns is that of **Dormitory Dependables**. These people are in the medium-engaged part of the spectrum, make up 15% of the UK population, and are summarised as *suburban and small town dwellers with interest in heritage activities and mainstream arts*.

Dormitory Dependables Pen Portrait: Robert and Jenny

Robert and Jenny are in their mid-fifties, and live in a semi-detached house in Haslemere, and are about to have paid off their remaining mortgage. Robert is a partner in a local estate agents, while

Jenny works part-time as a school secretary. With older children still at home, they are interested in occasional activities that they can do as a family.

Their access to a broad range of arts offerings is not as extensive as it might be, and this along with their busy lifestyles may contribute to their infrequent engagement; time and travel needs also mean arts and culture may tend to be more of a special treat than part and parcel of their everyday social lives.

Robert and Jenny do not think of themselves as particularly arty people, but enjoy attending films and musicals in particular, to be entertained and to socialise and relax with friends. They both love popular music and will still occasionally go to a major name concert at the O2.

Their home is an important focus for Robert and Jenny, who are DIY enthusiasts and keen gardeners. Their love of the outdoors is not restricted to gardening, as they also like to play golf and tennis, and enjoy the social life around these activities.

Robert and Jenny are both busy and active, so providing clear information on how a cultural offer will meet a need is key. They are less reliant on word of mouth, and more confident in their own choices when given enough appropriate detail on what, how, why, when and where to attend.

They are most responsive to email communications, SMS messaging and phone as direct communications channels, and least likely to respond to postal mailings.

Godalming differs from the other towns in having a high percentage (24%) of the local population classified as **Experience Seekers**, who make up only 6% of the UK population, and are summarised as *highly active, diverse, social and ambitious, engaging with the arts on a regular basis*.

Experience Seekers Pen Portrait: Carole

Carole is 36. She works full-time and long hours as a senior research fellow in statistical analysis at the LSE, on a good salary.

She was born in Sweden but lived in London for a decade, where she did her BSc in Computer Science at City University. She recently moved to Godalming, where she lives on her own in a one-bedroom flat which she bought a year ago. She has been dating Matt for the last year and a half and they are thinking about moving in together next year. She went on holiday snowboarding in Andorra with Matt in December.

Much of her disposable income goes on eating and drinking out after work, trying out different sports activities and indulging in short leisure breaks.

She reads the Metro or The Guardian online every day when she gets the train to work. She sometimes buys The Times on Saturdays but spends a lot of time on her Smartphone and regularly uses apps and downloads content. Carole does her weekly shopping online at Sainsbury's, although sometimes she shops personally at local delis and independent grocers too.

Carole continued

An interest in theatre, the arts and classical music does not necessarily mean that Carole has the time to enjoy these interests, although she is a regular cinema goer, and an occasional theatregoer,

mainly in London. She is thinking of joining a weekend art class locally.

In drilling down into post code areas that contain areas of deprivation [although the postcodes cover a wider geography] we see a prevalence of Trips and Treats, Home and Heritage and Facebook Family groupings. Postcodes of interest were supplied by Waverley and detail of the profiles can be found in **Appendix 4b**

Trips and Treats are summarised as Comfortably off and living in the heart of suburbia their children range in ages, and include young people still living at home. This moderately engaged group are led by their children's interests and strongly influenced by friends and family. Across the postcodes we see a range of 6 - 26% presence of this group.

Trips and Treats Pen Portrait Mike, Carrie, William and Carole

Mike is 48 and Carrie is 45. They have two children, William who is 12 years old and Carol who is 8 years old. They all live near Cranleigh.

Mike works as a Manager for a department store and Carol works for an NHS primary care trust. Mike and Carrie do their weekly shopping at Tesco, combined with a monthly shopping trip to a major retail park. Mike and Carrie place value on material possessions. At their life stage they are buying things for their home which involves substantial expenditure on appliances.

As a family, they are all involved in active sports, and they enjoy walking and cycling together, which tend to be more popular pursuits than the theatre, cinema and dining out. That's why for their last holiday they rented a cottage in Wales to enjoy the outdoors with the kids.

They subscribe to Sky, particularly for the children's entertainment channels and movies and tend to read The Mail and The Telegraph.

As a family and individually, none of them is highly engaged with cultural activities. Hectic lives mean that they will try to spend most of their family time doing activities together and generally, attending the arts.

Home and Heritage summarised as conservative in their tastes, this more mature group appreciates all things traditional: While this is not a highly engaged group – partly because they are largely to be found in rural areas and small towns – they do engage with the cultural activity available to them in their locality. Across the postcodes we see a range of 2 - 20% presence of this group.

Home and Heritage Pen Portrait Gerald and Angela

In their early seventies, they are retired homeowners with a comfortable home and a small automatic car which they mainly drive locally. They live just outside Haslemere, in a dormitory village in a pretty rural area.

Their children and grandchildren live near Guildford and they visit Gerald and Angela regularly. Gerald has a reasonable additional pension from his work in local government, but their total
Gerald and Angela continued

household income is still lower than the average – but their outgoings are low and their mortgage was paid off some years ago.

While in the main in good health, Angela is beginning to have some health issues which limit her activity.

In the last twelve months, they have been with friends who drove to a play at the Yvonne Arnaud, a craft exhibition in a local art gallery and a concert in the village hall.

They are not especially interested in dance, circus or street arts, but do go to classical music concerts whenever they can. They also visit heritage properties with their grandchildren and daughters-in-law for family events, and the family gave them National Trust membership last Christmas.

Most of their leisure pursuits are based around the home – reading, tv, listening to music, gardening. Reading for pleasure is also important to them.

Gerald is an occasional volunteer at the local museum. He reads the Telegraph every morning, while Angela prefers the Daily Mail. They don't really engage with technology and prefer to learn about cultural events from friends or by picking up printed information, which they can discuss at home.

Facebook Families Arts and culture play a very small role in the lives of this younger, cash-strapped group living in suburban and semi-urban areas of high unemployment. They are the least likely to think themselves as arty and have low levels of engagement. Nevertheless, they do go out as families generally to cinema, live music, eating out and pantomime. Across the postcodes we see a range of 2 - 18% presence of this group.

Facebook Families Pen Portrait Wendy, Jack, Jonny and Gillian

A younger family, Wendy and Jack are in their early forties with children aged 10 (Jack) and 7 (Gillian). They live in a small terraced house in Godalming, not far from the centre. They moved down to Godalming for Jack's work from Birmingham and are happy to be somewhere with more rural spaces to explore with the children. Both children go to a primary school within walking distance of home.

They are not particularly aware as a family of arts and culture as something to do, but nevertheless, they do go out as families to the cinema, to live music, to eat out at major chains, and once a year to a pantomime. Jack and Gillian have each been to the local sculpture park with their school groups. They look out for free family friendly offers - local with a more popular or community focus, e.g. festivals, or open days with drop in activities for the children.

Wendy and Jack are both working, he full-time as a telephone engineer, she part-time in a local cafe, so they have limited leisure time, money and opportunity to go out, and so often choose more home-based activities – a computer games console and a TV play a central role in the household – mostly screening kids' programmes or football. They subscribe to Sky channels, use the internet extensively and are wedded to their smartphones.

They drive down to the coast at weekends to exercise Toby, their Jack Russell, and for the kids to get more freedom to run around.

The other demographic profile offered in the Area Profile reports is Mosaic, a categorisation of the population regularly used in the public and private sector to analyse populations and communities of interest.

The most frequent Mosaic profiles within the borough and the individual drive time areas are Prestige Positions, Country Living (most prevalent in Cranleigh) and Domestic Success. Godalming also has a marked percentage of the Rental Hub segment. The latter will probably equate to some extent with the Experience Seekers profile.

Mosaic underpins the Audience Spectrum segments, making it possible to see where each is best represented.

More detailed descriptions of all Audience Spectrum profiles are available on The Audience Agency website and details of Mosaic segments are available by setting up a login to Experian's Mosaic profile guide.

What does this profiling information tell us?

These reports indicate that there is high potential for arts and heritage attendance and engagement; there is a concern that many of the more highly-engaged individuals are attending elsewhere – Guildford, Portsmouth, Aldershot and probably in London.

This hypothesis was tested by a question in the recent citizens' panel survey, which shows this may be the case for up to a third of residents, which also added Woking to the picture. It could be further explored in consultation sessions.

Appendix 4 Area profile

Appendix 4b Specific Postcode Profiles detail

4.4 Policy Alignment

4.4.1 Local policies and priorities

An examination of the Waverley Borough Council [and its partners] policy and strategy documents demonstrates that the contribution of culture to the development and sustaining of the Borough as a quality place to live and work is embedded into Borough thinking. The development of the Culture Strategy provides an opportunity to bring together the various strands of thinking into a coherent whole and to identify where more joined up actions could add value.

A review of local, regional and national policy frameworks has been undertaken. Areas where the Borough takes a strategic lead, or has potential to exercise influence on policy or can respond to wider policy frameworks or initiatives have been noted. This has been in short form as it is not appropriate in this context to do other than to sketch the operating environment. Information about detailed policies can be obtained through using on line links if required.

An outcomes framework for the strategy has been devised that brings together the current and in development strategic initiatives, highlighting the areas where culture is already embedded or can add value to the Councils' priorities.

Borough strategies that have informed the draft outcomes framework include:-

- Core strategy
- Affordable Homes Delivery Plan 2012 -2017
- Strategy for Ageing Well 2015 - 2018

- Health and Wellbeing Strategy 2016 - 2021
- Waverley Economic Strategy 2015 - 2020
- Open Space, Sport and Recreation Study 2012
- Community and Major Projects Service Plan 2014/15 and 2015/16
- Farnham Memorial Hall Plan and report 6/1/15
- Community Development (Arts) annual reports 2012/13, 2013/14 and 2014/15
- Farnham Craft Town Plan 2015 - 2016

In addition the Borough takes a lead in two partnership groups:-

Waverley Health and Wellbeing Partnership

Locally the Wellbeing Partnership is part of a network of such delivery mechanisms working on Surrey wide priorities for action.

The Joint Health and Wellbeing Strategy sets out five priorities for action:

- Improving children's health and wellbeing
- Developing a preventative approach
- Promoting emotional wellbeing and mental health
- Improving older adults' health and wellbeing
- Safeguarding the population.

These priorities respond to the responsibility for Public Health passed to local authorities in particular the County Council in 2013. which cover:-

- Health improvement for the population of Surrey – especially for the most disadvantaged.
- Informing and advising all relevant agencies (such as schools, police, nursing homes and the health services) on health protection issues alongside Public Health England. For example, flooding and threats of infectious diseases such as measles, meningitis and TB.
- Providing professional Public Health advice to the six Clinical Commissioning Groups (CCGs), the borough and district councils and all those who commission health and social care services.

Cultural activities have demonstrable potential to contribute to the Wellbeing of individuals and as part of the Personalisation, and Prevention Partnership programme in Waverley. The Dementia Diaries, Seated Creative Dance, Keepsake, Vitamin G and the commissioning of the Waverley Care's Film are examples of cultural initiatives that are supported.

Waverley Strategic Partnership Plan 2010 - 2020

The Waverley Strategic Partnership (WaSP) is a merged body comprising the Waverley Local Strategic Partnership and the Safer Waverley Partnership. WaSP has agreed to adopt the themes of the Surrey Sustainable Community Strategy, rather than re-writing Waverley's own. There are locally focused action plans, through Borough sub-groups, to support these priorities at a local level.

The plan has a set of priorities and specific targets/outcomes which are the responsibility of a series of delivery partnerships:-

- Children and Young People
- Health and Wellbeing
- Safer and Stronger Communities

- Economic development

Housing, Infrastructure and Environment issues are managed through the work of the Surrey Infrastructure Capacity Project [SICP] and the work that each Borough is undertaking in developing the Local Development Framework.

The Plan is based on a vision of Surrey as a place where:-

- **Quality of life for local people continues to improve.** The things that are special about Surrey have been protected and enhanced. Our economy is robust and internationally competitive. Businesses and individuals respect the environment. People will live healthy, happy, safe lives and prosper. Children and young people have an excellent education and good opportunities to fulfil their potential.
- **All Surrey residents are part of the counties continuing success.** We are better at preventing problems developing. When things do go wrong or inequalities exist, we intervene early and support those who most need it.
- **We have a shared understanding of what individuals, families and communities do for themselves and what is provided as public services.** Communities and individuals will be supported in what they want to do. People get support that is better tailored to their individual needs.

4.4.2 Surrey Wide Strategies

The Borough is actively engaged in joint initiatives and works closely with neighbouring authorities to achieve shared objectives; Strategic documents that have been used to develop the outcomes framework include:-

- Surrey Arts Partnership Action Plan - 2013/14, 2014/15 and 2015/16
- Surrey Strategic Partnership Plan - 2010 - 2020
- Health and Wellbeing Partnership - Personalisation and Prevention Partnership Budget/Outcomes framework
- Surrey County Council Youth and Community Service Consultation
- Visit Surrey - 2015 Guide
- Hidden Surrey - Dr Helen Bowcock

Arts Partnership Surrey

The Partnership is made up of representation of each of the Boroughs in the County plus the County's own Arts function - including leadership of the Surrey Music Hub. The partnership is driven by values of Partnership, Audience Development, Diversity, Legacy and Value for Money. These are:-

- **People**
 - Engage with children, young people and families
 - Support vulnerable adults and those who are isolated
- **Society/community**
 - Support Health and wellbeing
 - Commemorate the First World War
 - Pride of place - creating health communities in priority areas
- **Economy**
 - Explore strategic commissioning and new models of delivery
 - Maximise resources and cultural investment
 - Boost cultural tourism

- Support artist development
- Promote the creative industries
- **Arts and culture**
 - encourage cultural activity in outdoor and unusual spaces
 - promote collaboration between art forms and disciplines
 - develop new audiences for the arts in Surrey.

The local authority partners all invest in the partnership based on an equal basis. This fund is then used to support specific activities and to leverage additional resource into strategic programmes and initiatives. Waverley takes an active part in this partnership.

4.4.3 Regional Policy Structures and Delivery Agencies

Arts Council England - South East

Arts Council England is the primary Strategic organization for Arts and Culture. *Great Art and Culture for Everyone A 10 year strategic framework 2010 - 2020* is the expression of its strategic focus

"With its focus on long-term collaborative action, this refreshed strategic framework directs the Arts Council to work with its partners to bring about positive change throughout the arts, museums and libraries. It will help create the conditions in which great art and culture can be presented and produced, experienced and appreciated by as many people in this country as possible. It will enable us to focus our investment where it can achieve the greatest impact. It will support the development of world-class museums and great libraries that engage diverse audiences. It will sustain us as we work to maintain and enhance England's status as a leading cultural force in the world.

We are sponsored by the Department for Culture, Media and Sport in order to make the arts, and the wider culture of museums and libraries, an integral part of everyday public life, accessible to all, and understood as essential to the national economy and to the health and happiness of society.

We work closely with the Department for Education to manage a portfolio of programmes which aim to improve standards, reach and sustainability of music and cultural education in England, following the recommendations of the National Plan for Music Education and Cultural Education Plan.

ACE Has 5 Strategic Goals

- *Excellence is thriving and celebrated in the arts, museums and libraries*
- *Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries*
- *The arts, museums and libraries are resilient and environmentally sustainable*
- *The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled*
- *Every child and young person has the opportunity to experience the richness of the arts, museums and libraries⁵*

Underpinning these goals is a series of specific strands of strategic activity linked to art forms, museums, libraries and touring. The ACE website sets out the position at any one time regarding

⁵ <http://www.artscouncil.org.uk/advice-and-guidance/browse-advice-and-guidance/great-art-and-culture-everyone>.

specific areas of work and priorities in each region. Within the context of the national strategic framework [see below] each ACE Area has its own specific priorities aligned to each goal⁶.

It is interesting to note that ACE has Memoranda of Understanding with a number of other national organisations all of which have substantial interests in Waverley. These are:-

- Canal and River Trust
- Forestry Commission
- The National Trust

Each of these organisations has an interest in the role that the contemporary arts can play in encouraging the public to access, learn and enjoy themselves in their sites and properties.

Additionally ACE works closely with Visit England to ensure that the cultural offer is exploited in the visitor economy.

In March 2014 ACE published its report the Value of Arts and Culture to people and Society⁷ In this it brought together current thinking about the role that culture makes to the economy, health and wellbeing, society and Education.

Enterprise M3 LEP

The network of Local Enterprise Partnerships has a role in supporting and developing the economic vitality of the UK. Specifically, Enterprise M3 Local Enterprise Partnership (LEP) is a public/private partnership set up to support and sustains economic growth at a local level.

Within this context it is possible for cultural initiatives to play an important part in the economic vitality of an area. An example of this is recent launch of the ROH Costume Centre in the Thames Gateway providing a resource, training and employment in the area. Waverley is a member of the M3LEP.

Currently the Culture agenda is weak in the M3LEP

4.4.4 National Government and non-governmental strategic bodies.

There are four Government departments whose work both directly and indirectly impacts on cultural life.

Department for Culture, Media and Sport - has a direct relationship with Arts Council England as the strategic development organisation for arts, museums and libraries. It is the intention of the Minister, Ed Vaisey, to publish a White Paper on Culture in New Year 2016. A consultation phase is supporting the development of the White Paper which has a structure of four themes is currently taking place. The themes are:-

- **Places:** Throughout September DCMS was looking for ideas on how culture brings together communities across the UK.
- **Funding:** October's theme looks at building financial resilience in cultural organisations and new funding models.

⁶ ACE South East priorities http://www.artscouncil.org.uk/media/uploads/corporate-plan-2015-18/Corporate-Plan_2015-18_South_East_Area_Appendix.pdf

⁷ <http://www.artscouncil.org.uk/media/uploads/pdf/The-value-of-arts-and-culture-to-people-and-society-An-evidence-review-TWO.pdf>

- **People:** In November the focus will be on how people engage with culture and how to ensure everyone can access and experience culture.
- **Cultural Diplomacy:** The final theme for December explores working with our cultural institutions to promote Britain abroad.
- To take part in the consultation <https://dcms.dialogue-app.com/>

Department for Education - has a specific interest in Cultural Education and in particular Music - although the funding for the Music Education Hubs is channeled through ACE. In October 2015 in a joint announcement, involving DCMS DFE and ACE, the Cultural Education Challenge was launched. The Cultural Education Challenge is a call for the arts, culture and education sectors to work together in offering a consistent, and high quality, arts and cultural education for all children and young people. 50 areas have been identified where Cultural Education Partnerships will supported by the 10 Bridge organisations. Unfortunately Waverley is not in a partnership area.

Department for Communities and Local Government - primarily supporting local government; helping communities and neighbourhoods to solve their own problems; working with local enterprise partnerships and enterprise zones; making the planning system work more efficiently and effectively and supporting local fire and rescue authorities

Department of Health - the Public Health agenda.

Under the 2012 Health and Social Care Act, central government has given local authorities a core role in public health, with dedicated funding. They will be supported by a new executive agency, Public Health England, and a new public health outcomes framework (PHOF).

The Public Health Outcomes framework has two overarching outcomes focuses

- **Increased healthy life expectancy** - i.e. taking account of health quality as well as length of life
- **Reduced differences in life expectancy and healthy life expectancy between communities** [through greater improvements in more disadvantaged communities]

There are four work streams

- Improving the wider determinants of health - i.e. improvements against wider factors which affect health and wellbeing and health inequalities
- Health Improvement - i.e. people are helped to live healthy lifestyles, make healthy choices and reduce health inequalities
- Health Protection i.e. the population's health is protected from major incidents and other threats, whilst reducing health inequalities
- Healthcare, public health and preventing premature mortality i.e. reduced numbers of people living with preventable ill health and people dying prematurely, whilst reducing the gap between communities.

It is clear that many of the local authority functions can influence public health outcomes through its policies and actions. A Surrey wide Health and Wellbeing Board made up of representatives of the Local Authorities, Clinical Commissioning groups, the Police and Surrey health-watch oversee the direction of this work. In Waverley the Health and Wellbeing partnership drives this agenda and delivery forward.

This work is in its early stages and there is emerging evidence of good practice emerging. The Kings Fund has produced a resource publication for local authorities to support the development of this work. It takes a practical view and covers 9 areas⁸.

- the best start in life
- healthy schools and pupils
- helping people find good jobs and stay in work
- active and safe travel
- warmer and safer homes
- access to green and open spaces and the role of leisure services
- strong communities, wellbeing and resilience
- public protection and regulatory services
- (including takeaway/fast food, air pollution, and fire safety)
- health and spatial planning.

4.5 Resourcing Culture and Culture as a Resource.

4.5.1 Resourcing Culture in Waverley

The Borough Council makes a significant investment in Culture. Using the Budget Book for the Year 2015/2016 the Community Services Division allocates £416,830 to cultural activity which includes arts development activities, support for museums and the provision of the Borough and Memorial Halls. This sum includes salaries as well as corporate and support costs.

Many of these activities take place within historic buildings across the Borough that the Council owns and therefore has a responsibility to maintain. In 2015/2016 the Council's Capital Programme invested £162,741 in the development and upkeep of its cultural assets.

The current arrangements for resourcing culture in the borough are made through a complex series of interlocking activities:-

- Community partnership Grants and pump priming funds e.g. small museums and arts activity,
- Service Level Agreements i.e. Maltings and Cranleigh Arts Centre,
- Investment and participation in strategic partnerships e.g. Arts Partnership Surrey, Museums Consultative Committee , Health and Wellbeing partnerships
- Officer time in coordination and development activities

Within the framework of financial resources available, the contribution of the Borough Council is modest in terms of the earned income and fundraising generated by these organisations. The additional resources expended in the Borough by other funding agencies also demonstrate the importance of leveraging, where a cultural organisation is able to use Waverley's funding to attract investment from other sources and therefore increase their overall resources.

The impact of the investment the Borough makes is out of all proportion to its cash value. Investment by the Borough signifies approval of the contribution made to community life; it promotes confidence in the quality of the cultural offer and the effectiveness of the organisation. Crucially his investment also enables the Borough to better influence the way the organisation delivers against its own policy objectives.

⁸ <http://www.kingsfund.org.uk/publications/improving-publics-health>

Using data sourced through the Charity Commission Website we can evidence this. For the Financial year 2013/14 [last year for which data is available] the following can be seen

- Farnham Maltings - turnover £2,277,515 - WBC contribution 6%
- Cranleigh Arts Centre - Turnover £207,493 - WBC contribution 10%
- Haslemere Hall – turnover £144,190 – WBC contribution 2%

All of these organisations, in common with their peers, operate a three legged model of investment; grants, earned income and fundraising from a variety of sources. In recent years Commissioning has played an increasingly large place in the thinking of cultural organisations particularly in the realm of Health and Wellbeing.

4.5.2 Organisations with capacity to support Culture in Waverley

Arts Council England

There are two National Funding Portfolio Clients in Waverley; Farnham Maltings and Stop Gap Dance Company.

However this is not the only investment ACE makes in the Borough. Using ACE Grant award data for Grants for the Arts, we can see that;

2015/16 - to date two organisations have been awarded £29,013

2014/15 - 12 organisations were awarded £294,808

2013/14 - 1 organisations was awarded £8,850

In 2014/15 it is clear that significant artist development activity supported by Farnham Maltings/House was very successful. Of this sum £123,122 went to two organisations to tour nationally and 1 organisation achieved Organizational Development funding of £79,846. It is uncertain how much of this investment had impact in the Borough but indicates potential through critical mass of activity.

Whilst it is clear that organisations associated with Farnham Maltings are aware of and make application to ACE funding programmes it is also clear that elsewhere organisations should examine whether there is potential for them to enhance their organisational capacity or creative and cultural programmes by making application to ACE

Heritage Lottery Fund

HLF has a wide range of open access grant funding streams covering activities in the built and natural heritage. From archaeology to historic parks, from memories to rare wildlife, HLF funding enables people to explore, enjoy and protect their local heritage. Funding programmes are as follows:-

- **Heritage Projects in three scales**
 - **Sharing Heritage** Grants from £3,000 to £10,000 a straightforward application process with a short application form and a quick decision.
 - **Our Heritage** Grants from £10,000 to £100,000
 - **Heritage Grants** - Grants of over £100,000
- **Young Roots** Grants from £10,000 to £50,000 To help young people aged 11 to 25 to explore their heritage, from green spaces, museums, and historic sites to language, local memories and youth culture.

- **First World War: then and now** Grants from £3,000 to £10,000 this programme has a short application form, and is suitable for everyone, including first-time applicants.
- **Heritage Enterprise** Grants from £100,000 to £5,000,000 - The cost of repairing a neglected historic building is often so high that restoration simply isn't commercially viable. Heritage Enterprise makes such schemes possible by funding some of the repair costs with grants of £100,000 to £5million.
- **Townscape Heritage** Grants from £100,000 to £2,000,000 to help communities' regenerate deprived towns and cities across the UK by improving their built historic environment. Grants range from £100,000 to £2million.
- **Start-up Grants** - Grants from £3,000 to £10,000 to help create a new organisation to look after heritage or engage people with it. Support is also available to existing groups taking on new responsibilities for heritage.
- **Transition Funding** Grants from £10,000 to £100,000 For HLF grantee looking to make your organisation more resilient and improve how you manage heritage?

Since March 2013 HLF has funded 5 organisations in Waverley to restore, enhance and engage the community with its heritage. There is also an ongoing and additional £335,000 Parks for People project for the Phillips Memorial Park, which was awarded to the Borough before 2013. Since the start of HLF in 1994 there have been a total of 82 awards granted in the area, totalling £4.5mil. Information and the Table below have been supplied by HLF.

Applicant	Project title	Decision value	Decision date
Old Kiln Museum Trust	The Frimley Village Workshop	76,000	15-Jul-14
Blackheath Village Archive (Surrey)	Blackheath 1914-1918: The story of a Surrey village during the Great War	3,000	20-Jun-14
Farnham Maltings Association Ltd	Finding Farnham Community Archaeology Project	9,900	22-Apr-14
Haslemere Educational Museum	Income Generating and Donor Development Project	10,000	23-Oct-13

In 2014/15 the Arts and Cultural Services Manager reported a World War 1 programme award of £10,000 to the Museum of Farnham, which is not in this list.

There is a real opportunity for organisations and communities in Waverley to benefit more greatly from this funding source thereby increasing the social, educational and environmental attributes of their communities.

Big Lottery Fund

Awards for All - England - small Lottery grants of between £300 and £10,000 for projects which address the issues, needs and aspirations of local communities and people. Funding for a wide range of community projects aimed at developing skills, improving health, revitalising the local environment and enabling people to become more active citizens. Scope activities that will benefit the community, including:

- putting on an event, activity or performance
- buying new equipment or materials
- running training courses
- setting up a pilot project or starting up a new group

- carrying out special repairs or conservation work
- paying expenses for volunteers, costs for sessional workers or professional fees
- transport costs.

Trusts and Foundations

Local Trusts and Foundations are a regular source of small amounts of investment for specific projects. Their presence and access are visible in the reporting of the Community Development Officer (Arts) to the Corporate Management Team. Many of the smaller trusts do not have a formal application process and rely on organisations being 'in the know' about their existence. Whilst being a good source of income for local projects the time taken to research potential is often out of proportion to the benefit. It would be useful for the Borough or CVS to have access to an on line grant directory which could be used by a wide range of groups. This would enable them to build capacity and resilience.

Larger Grant giving trusts

There are a number of larger Grant giving trusts. Their work often complements the work of the National Agencies e.g. Arts Council England and brings together thinking about social justice and the role that the arts can play in achieving social outcomes. Two examples illustrate this point.

- *Paul Hamlyn Foundation*. The UK's biggest independent grant making Trust. Their mission is to help people overcome disadvantage and lack of opportunity, so that they can realise their potential and enjoy fulfilling and creative lives. They have a particular interest in supporting young people and a strong belief in the importance of the arts. In June 2015 the Foundation published its new Strategy, with information on programmes, which will be in force for the foreseeable period
- *Esmée Fairbairn Foundation* published its new Strategy in March 2015, they aim to reveal the unseen and champion the unfashionable, strengthen and connect communities for change, catalyse system change and unlock and enable potential. The funding strands include Arts, Children and Young People, the Environment, Social Change, Food and Social Investment.

Applications to this type of Foundation are most suitable for strategic initiatives and larger programmes and the Borough should consider how it might achieve its wider objectives through culture in discussion with these funders.

Sponsorship and CSR [Community Social Responsibility] funding

Local businesses are often asked, and indeed talk about sponsoring local cultural activity. In truth sponsorship is rarely the applicable term. Sponsorship requires there to be a contract between the parties that specifies delivery of certain demonstrable *business* benefits for a specified price. Whilst sponsorship could be a useful tool in Waverley, serious consideration should be given to its applicability, particularly where projects have more social benefits.

On the other hand *donations* to local and community organisations have a value that goes beyond the simple donation, which may indeed be substantial, and are very often an expression of how that business feel about its place in the community in which it is based, and where many of its employees will live. This would be better described as Community Social Responsibility funding. This type of funding is very often the result of person to person individual approaches and not through application.

Resource raising

In July 2011 Caroline Beaumont (2010 Clore Social Fellow) produced her report *FROM FUNDRAISING TO RESOURCE-RAISING How an organisation can use donated resources as part of an income-generation strategy*⁹. The report was written from the perspective of a fundraiser.

Resource-raising is all about generating donated resources for organisations alongside the more traditional donations of money and time. The report explores the issues that make resource-raising particularly effective for an organisation along with a range of detailed case studies.

Factors which make the case for resource-raising particularly timely and relevant:

- *the **renewed need for resourcefulness** in the face of a steep decline in statutory funding to the voluntary sector, predicted to fall by £4.5b in the year to October 2011+;*
- *the **decline of ‘cheque-book philanthropy’** amongst high value donors and the demand for more hands-on partnerships which make use of their assets as well as their money;*
- *the **Coalition Government’s encouragement for social action** to be increased across a spectrum of possible ways to give, including „time, money, assets, knowledge and skills“ as part of the Big Society agenda+; and*
- ***increasing interest amongst donors and charities in measuring non-financial outcomes and impact.***

The report, based on surveying leading fundraisers, has some important lessons to be learned for organisations at all levels. For the full report see [ww.cloresocialleadership.org.uk/caroline-beaumont.aspx](http://www.cloresocialleadership.org.uk/caroline-beaumont.aspx)

4.5.3 Culture in New Developments

The mapping provided shows the distribution of cultural infrastructure and activity across the borough - what it cannot do is map what is yet to be created. The Local Plan (Development Framework) is currently in progress of creation and consultation. There are no legally enforceable standards for cultural provision, however there is some good guidance on how to define, in consultation with the community, cultural development needs in any new development.

The National Policy Planning Framework sets out considerations in appraising new developments+:- There are three dimensions to sustainable development: economic, social and environmental. In the context of this strategy – The social role – supporting strong, vibrant and healthy communities, by providing the supply of housing required to meet the needs of present and future generations; and by creating a high quality built environment, with accessible local services that reflect the **community’s needs and support its health, social and cultural well-being.**

Paragraph 17 requires that Authorities

- always seek to secure **high quality design** and a good standard of amenity for all existing and future occupants of land and buildings;
- take account of the different roles and character of different areas, promoting the vitality of our main urban areas, protecting the Green Belts around them, recognising the intrinsic character and beauty of the countryside and supporting thriving rural communities within it;

⁹ <http://www.cloresocialleadership.org.uk/caroline-beaumont.aspx>

- **conserve heritage assets** in a manner appropriate to their significance, so that they can be enjoyed for their contribution to the quality of life of this and future generations;
- take account of and support local strategies to **improve health, social and cultural wellbeing for all**, and deliver sufficient community and **cultural facilities and services to meet local needs**.

NPPF requires that local planning authorities should consider, (Para 59), using **design codes** where they could help deliver high quality outcomes. However, design policies should avoid unnecessary prescription or detail and should concentrate on guiding the overall scale, density, massing, height, landscape, layout, materials and access of new development in relation to neighbouring buildings and the local area more generally. (Para 62) Local planning authorities should have **local design review arrangements** in place to provide assessment and support to ensure high standards of design. Should also when appropriate refer major projects for a national design review. In general, early engagement on design produces the greatest benefits. In assessing applications, local planning authorities should have regard to the recommendations from the design review panel.

To deliver (para70) the social, recreational and cultural facilities and services the community needs, planning policies and decisions should:

- plan positively for the provision and use of shared space, community **facilities (such as local shops, meeting places, sports venues, cultural buildings, public houses and places of worship)** and other local services to enhance the sustainability of communities and residential environments;
- **guard against the unnecessary loss of valued facilities** and services, particularly where this would reduce the community's ability to meet its day-to-day needs;
- ensure that established shops, facilities and services are able to develop and modernise in a way that is sustainable, and retained for the benefit of the community; and
- ensure an integrated approach to considering the location of housing, economic uses and **community facilities and services**.

Access to **high quality open spaces** and opportunities for sport and recreation (para 73) can make an important contribution to the health and well-being of communities.

The TCPA has an on line resource for **improving culture, arts and sporting opportunities through planning - a good practice guide**. Supported by bodies such as CLOA, Arts Council England, National Archives, a range of local authorities in the South East and sector organizations, it seeks to **provide planning authorities with the tools to better identify needs and then open negotiations through the planning process using tools such as Section 106 and CIL**.

Whilst there are no enforceable standards there are a series of benchmarks, developed by national bodies which could be applied within the planning process and enable the borough to better argue for the inclusion of cultural assets within new developments.

Examples of local benchmarks for provision (TCPA good practice guide p24)

Arts Facilities	45 sq metres per 1000 people	Arts Council England and Museum, Libraries and archives Council 2009
Archive facilities	6 sq metres per 1000 people	Museum, Libraries and Archives Council 2008
Equipped children's play space	0.2 hectares per 1000 people	Fields in Trust 2008
Informal Play space	0.6 hectares per 1000 people	Fields in Trust 2008
Museums	28 sq metres per 1000 people	Arts Council England and Museum, Libraries and archives Council 2009
Public Libraries	30 sq metres per 1000 people	Museum, Libraries and Archives Council 2008
Accessible natural green space	At least 2 hectares in size, no more than 300 metres (a five minute walk) from home	Natural England 2010

4.5.4 Culture as a resource for delivering social outcomes

From the Policy Review undertaken and consultation with officers - it is clear that the borough Council is using cultural activity to deliver social outcomes.

Work with the **Health and Wellbeing Partnership** is well embedded and significant resources [£46,000], from Personalisation and Prevention Partnership Investment are currently allocated to delivery through cultural projects.

Service Level Agreements with both Farnham Maltings and Cranleigh Arts Centre have specified social outcomes

The Big Lottery

In addition to Awards for All - which can also be used to fund projects with social outcomes - there are two more programmes which could be of where Waverley is developing joint initiatives.

- **Forces in Mind** - Supporting the psychological well-being and successful and sustainable transition of veterans and their families into civilian life The Trust will invest and spend £35 million over the next 20 years to support the psychological well-being and successful and sustainable transition of veterans and their families into civilian life. It will provide long-term help that supports and joins up with the valuable work already being carried out by a range of organisations.
- **Fulfilling Lives: HeadStart** Giving young people support and skills to cope with adversity and do well at school and in life. For some young people, mental health problems increase in adolescence; half of all lifetime cases of mental ill health start by the age of 14. Projects should equip young people to cope better with difficult circumstances, preventing them from experiencing common mental health problems before they become serious issues. Also want to give young people the knowledge and skills to cope with periods of depression and anxiety.

4.5.5 Commissioning.

Increasingly Local Authorities are turning to Commissioning to achieve their desired outcomes. Typically this is happening in Adult Social Services, Children and Young People and Health. There is a

developing body of evidence that demonstrates the efficacy of this approach and learning from pathfinder projects.

Waverley is developing a commissioning approach. Principal amongst its work streams is the continuation of the **Waverley Voluntary Partnership Commissioning Fund** for Adult Health and Wellbeing for a second year. The guidance document sets out a commissioning framework to enable not-for-profit organisations to bid for funding to deliver health and wellbeing community activities, supporting residents in Waverley. It is clear from the consultation that many of Waverley's cultural organisations are well placed to consider bidding to this fund as they are already delivering against these agendas. However the mode of application will be unfamiliar and the borough should develop regular briefings to ensure that the cultural resource of the borough can build its capacity in this regard.

There are three commissioning outcomes

Supporting adults' mental health and emotional wellbeing - community activities that contribute to positive mental health before residents get to the point where they need to access more costly interventions

Enabling adults with higher needs to get out and about – a] community transport initiatives that enable people with higher needs to access *local services*. b] Community transport initiatives that enable people with higher needs to *access activities so that they are able to actively engage with their communities*.

Maintaining independence into older age - support activities that enable people over 65 years of age to actively engage with their community; activities that delay the onset of health conditions associated with ageing in people over 65 years of age; activities that reduce the social isolation of people over 65 years of age; activities for people over 65 years of age that reduce the impact of dementia and support those with mild, perceived dementia.

With regard to cultural organisations the borough has developed Service level Agreements with Farnham Maltings and Cranleigh Arts Centre which define the purpose of the funding to these organisations.

A useful publication that sets out emerging practice with good case studies is the 2014 Publication from the **New Economics Foundation** - Commissioning for Outcomes and Co-Production authored by Julia Slay¹⁰.

By embracing the skills, time and energy of those who know most about public services – the people who use them – and switching focus towards identifying and achieving the long-term outcomes that really matter, councils are breathing new life into the services they commission. This handbook and practical guide is the result of eight years of collaboration between the New Economics Foundation (NEF) and local authorities. It sets out a model for designing, commissioning and delivering services so that they:

- **focus on commissioning for 'outcomes'**, meaning the long-term changes that services and other activities achieve
- **promote co-production** to make services more effective and bring in new resources, by working in partnership with the people using their services

¹⁰ <http://www.neweconomics.org/publications/entry/commissioning-for-outcomes-co-production>.

- **promote social value** by placing social, environmental and economic outcomes at the heart of commissioning.

NEF is working closely with two very different pilot programmes in the west in **Gloucestershire and in the South East in Kent.**

Gloucestershire - Create Gloucestershire, NHS Gloucestershire Clinical Commissioning Group, Forest of Dean District Council, Tewkesbury District Council and Gloucester City Council are working together in a groundbreaking partnership that aims to make Gloucestershire a centre of excellence for cultural commissioning - using arts and culture in preventative and therapeutic health and wellbeing settings

The CCG and its partners see art and culture having the potential to support several priorities in Gloucestershire's Health & Wellbeing Strategy including:

- improving mental health
- tackling health inequalities
- improving health and wellbeing in old age.

NEF's work will focus on:

- helping to develop a robust framework for measuring the impact of cultural interventions on health outcomes in the area
- supporting local place-based projects with a strong arts component to provide a hook for other commissioners to engage with, to influence activity across the county
- helping commissioning move from a medicalised model towards a focus

Kent County Council is working in partnership with Kent Public Health, the Community Support Strategic Commissioning Team, and Kent Arts & Cultural Service After two years building a strategic relationship KCC Arts, and Culture Service, Artswork and ROH Bridge, a pilot commission was agreed between these three partners and KCC Public Health. The experience of six cultural providers their partners and the commissioning group was used to create this toolkit. The commission was part of Kent's large-scale programme to promote the Six Ways to Wellbeing to their communities. Each provider was contracted to work with vulnerable young people in particular targeted areas in Kent, using creative interventions and festivals to help them learn behaviours that would increase their wellbeing. Through this, it wants to enable them to grow their business by delivering creative solutions to improve community health and wellbeing¹¹.

NEF's work will focus on:

- influencing the development of corporate commissioning and outcomes frameworks
- influencing change within procurement processes so that they are more accessible for arts and cultural organisations
- helping the development of measurement and evaluation frameworks to evidence the impact of arts and cultural activities, and raise awareness of their value to commissioners
- supporting the piloting of new approaches in commissioning within social care and mental health, to enable commissioning of arts and cultural organisations become more mainstream.

The **Cultural Commissioning Programme**, - Working with the arts and cultural sector, commissioners and policy makers to strengthen commissioning of arts and culture, and deliver better outcomes for people and communities.

¹¹ <http://www.artskommissioningtoolkit.com/index.php/about>

The Programme is delivered by the National Council of Voluntary Organisations, and is a three year ACE funded. It runs to June 2016. There is a range of work streams that help the arts and cultural sector

- develop skills and capacity to engage in cultural commissioning
- enable commissioners to develop awareness and know-how of commissioning arts and cultural organisations to deliver public service outcomes
- encourage relationships between cultural providers and commissioners
- influence policy makers and raise the profile of this area of work.

The objective of this programme is to up-skill commissioners and cultural organisations to better exploit the positive benefits of cultural activity in delivering social objectives. The pilot projects above are part of this work.

4.6 Building the evidence base and developing the Strategic Outcomes Framework

Work on building the evidence base and developing the outcomes framework has been coordinated by Janet Mein [Independent Arts and Heritage Consultant] and Adrienne Pye [The Audience Agency].

Officer steering group -Damian Roberts [Director of Operations], Kelvin Mills [Head of Community Services and Major Projects], Charlotte Hall [Arts and Cultural Services Manager] and Jennie Falconer [Senior Planning Officer] with support from Louise Norrie [Corporate Policy Manager]

Thanks should be given to the large number of individuals who gave their time through face to face consultation and written submissions. **Appendix 5**

Strategic Outcome framework Appendix 6

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Waverley Culture Outcomes framework/delivery matrix 2016 - 2026

Appendix 6

The Outcomes Framework is informed by the Corporate Plan. A 'golden thread' can be seen running through the framework as many of the recently adopted strategies of the Borough Council use culture to deliver their outcomes. The Outcomes Framework below references these strategies and brings all the cultural actions together in one document, achieving a joined up approach across the Authority. This Outcomes Framework will be supported by **annual service plans** which set out specific actions for each year, over the life of the strategy, with measures of success and change, specific partners, resources and timetable. Annual review to ensure that the framework remains current will be built in to ensure that any changes to the external environment that impact on the Borough are taken into account.

Corporate Plan 2016 - 19 - Our vision is to make Waverley a Better Place to Live and Work

What we want to achieve in the next four years

Waverley is an ambitious Council seeking to deliver top class services. In the next four years we will continue to ensure our services are accessible, designed for residents and customers and delivered in an efficient and cost effective way.

Priority 1 - *We aim to deliver excellent, accessible services which meet the needs of our residents*

- Outcomes
 - Through continuous improvement in service, the Borough delivers excellent services which meet the needs of residents.

Priority 2 - *We will support the wellbeing and vitality of our communities.*

- Outcomes
 - Waverley communities are prosperous and are characterised by high levels of wellbeing.
 - Older people and vulnerable families feel supported
 - Waverley businesses thrive
 - Leisure and cultural facilities are accessible to all
 - Sufficient affordable housing is available to meet needs.

Priority 3 - *We will strive to protect and enhance the environment of Waverley*

- Outcomes
 - The local plan is adopted and neighborhood plans are achieved across the borough supporting aspiration for managed development
 - Land owned by the Borough has been stewarded well
 - Waverley is clean and sustainable Borough

Priority 4 - *We will continue to provide excellent value for money that reflects the needs of our residents*

- Outcomes
 - Financial challenges [over the next four years] are managed through careful financial planning and management
 - Service delivery has been maintained and enhanced.

Infrastructure - The Borough's creative and cultural infrastructure is an essential resource in enabling the it to achieve its Priorities and Vision.

The Borough's relationship with these organisations is managed by the Arts and Culture Services Manager through a mix of direct commissions, facilitation, brokerage and partnerships

- **Outcomes**
 - The creative and cultural infrastructure in the borough thrives
 - Good relationships with cultural organisations facilitate the achievement of the Borough's priorities through cultural actions.

Infrastructure <ul style="list-style-type: none"> The Borough's creative and cultural infrastructure is an essential resource in enabling the it to achieve its Priorities and Vision. The Borough's relationship with these organisations is managed by the Arts and Culture Services Manager through a mix of direct commissions, facilitation, brokerage and partnerships <ul style="list-style-type: none"> The creative and cultural infrastructure in the borough thrives Good relationships with cultural organisations facilitate the achievement of the borough's priorities through cultural actions. 		
Outcome/strategy framework	Strategic Service delivery matrix [culture] Service Outcomes and actions.	Responsibility Resources, Delivery Partners
Waverley's creative and cultural infrastructure is supported and thrives, playing a key part in delivering Borough Priorities	SLA Farnham Maltings - Current priorities <ul style="list-style-type: none"> New partnerships to increase impact of the programme. Work specifically with young people, older people and vulnerable adults - relative to wellbeing and social inclusion. including development of long term plan (5 years) with ACE to address this. Outreach includes currently Sparks Festival, Arts Award and Dementia Programme Delivery of Core programme Museum of Farnham - Operations and building Museum of Farnham <ul style="list-style-type: none"> Builds a sense of community and continuity via collections, exhibitions and programmes Contributes to wellbeing and community vitality and economy Cares for Borough owned buildings and collections SLA Cranleigh Arts Centre - <ul style="list-style-type: none"> Building programme, participation and audiences for adults and young people Contributes to the health and wellbeing agenda Works in partnership across all sections of the community 	Lead Body WBC Resources WBC Staff, funding [internal/external], buildings and museum collections Partners ACE Maltings Museum of Farnham Cranleigh Arts Centre Godalming Museum Trust UCA Rural Life Centre New Ashgate Gallery <i>Any more</i>

	<p>and arts and cultural organisations.</p> <ul style="list-style-type: none"> • Encourage new ambitions e.g. Cranleigh Festivals and associated pop up activity <p>Godalming Museum Trust</p> <ul style="list-style-type: none"> • Builds a sense of community and continuity via collections, exhibitions and programmes • Contributes to wellbeing and community vitality and economy <p>UCA</p> <ul style="list-style-type: none"> • Build close relationships with UCA re growth of University and retention of Graduates • Develop partnerships between UCA students and community groups that build on knowledge skills and assets of each <p>Rural Life Centre</p> <ul style="list-style-type: none"> • Key partner in place making, and health and wellbeing. • Supports rural economy <p>New Ashgate Gallery</p> <ul style="list-style-type: none"> • Based in WBC Building • Key player in Craft Town initiative • Adults, children and young people, experience and appreciate the importance of the creative process to wellbeing • Offers a vital stepping stone to emerging and local artists and makers, career progression. • Commercial outlet for artists, offering vital economic benefit to artists and makers (the small creative industries) • Supports public art commissioning <p>Haslemere Educational Museum</p> <ul style="list-style-type: none"> • Provides adult and Community Learning <p>Haslemere Hall</p> <ul style="list-style-type: none"> • Provides community performance and film <p>General</p> <ul style="list-style-type: none"> • Use arts budget to support strategic activities/ pump 	
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	<p>priming etc especially in areas of low engagement.</p> <ul style="list-style-type: none">• Develop strategic funding strategy to match fund significant applications to ACE HLF Lottery etc enabling cultural organisations to leverage substantial grants.• Use Borough Hall to facilitate cultural activity• Initiate a study on museums storage and identify long term sustainable solutions.• Initiate study on availability of affordable and appropriate space to accommodate large scale community performance and participation• Manage regular networking events that ensure that knowledge networks and connectivity between cultural and community organisations remains current and active.• Support cultural organisations to better understand local communities and ways of reaching new audiences• Support the use of marketing, Audience Development and social media activity to encourage connectivity between cultural organisations and the development of a more integrated cultural offer.• Work with partners to raise the profile of the creative and cultural identity of the Borough as an entity and to shape place making.	
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Priority 1 - We aim to deliver excellent, accessible services which meet the needs of our residents

- **Outcomes**

- Through continuous improvement in service, the Borough delivers excellent services which meet the needs of residents.

Outcome/strategy framework	Strategic Service delivery matrix [culture] Service Outcomes and actions.	Responsibility Resources, Delivery Partners
Ongoing consultation results in well designed and appropriate services	<ul style="list-style-type: none"> • Identify opportunities to use cultural activity as part of creative consultation that can attract a groups of consultees 'not the usual suspects' • Utilise national and regional research/surveys outcomes to contribute to the knowledge base for culture in Waverley 	<p>Lead Body WBC</p> <p><i>Resources</i> WBC Staff Cultural partners</p>

<p>Priority 2 - We will support the wellbeing and vitality of our communities.</p> <ul style="list-style-type: none"> • Outcomes <ul style="list-style-type: none"> ○ Waverley communities are prosperous and are characterised by high levels of wellbeing. ○ Older people and vulnerable families feel supported ○ Waverley businesses thrive ○ Leisure and cultural facilities are accessible to all ○ Sufficient affordable housing is available to meet needs. 		
Outcome/strategy framework	Strategic Service delivery matrix [culture] Service Outcomes and actions.	Responsibility Resources, Delivery Partners
<p>Health and Wellbeing strategy 2016 - 2021</p> <p>Priority 1 -Waverley residents have better health and are in control of their own health and wellbeing, living healthy lives and experiencing fewer episodes of ill health - a preventative approach</p> <p>Priority 2 -Waverley residents enjoy positive mental health and wellbeing and are included in their Communities</p>	<p><i>The Arts and Cultural Services and Community Services work together to deliver the actions identified below</i></p> <p>1.1.5 - Cultural organisations will be encouraged or commissioned to provide social and creative physical activity opportunities e.g. Dance</p> <p>1.1.9 - Support the development of the Leisure Facilities Strategy to ensure that Cultural activities can play an part.</p> <p>1.1.12 - Support creative and cultural organisations in expanding the range of health and wellbeing activities</p> <p>1.3.2 - Participate in the development of the Community Assets map</p> <p>1.3.3. - Continue to deliver Farnham Making Connections</p> <p>1.3.6 - Ensure that cultural organisations provide activities that support respite time for carers</p> <p>2.1.1 - Continue to support the Waverley Arts Wellbeing programme and advocate for its value and ensure the the work of Museums is recognised and embraced.</p> <p>2.1.2/3 - work with Cultural Organisations to support the development of Dementia friendly activity and training and other training to support health and wellbeing initiatives.</p> <p>2.2.1 - Encourage cultural organisations to mine the wealth of experience and skills held by older people(cross reference with</p>	<p>Lead Body WBC</p> <p>Resources WBC Staff, funding [internal/external], buildings and museum collections</p> <p>CH to add</p>

<p>Priority 3 - Older people in Waverley are independent and live full and active lives.</p> <p>Priority 4 - Families are able to give their children the best start in life and through to adulthood</p>	<p>working with upcoming retirees staying active making use of their skills in the community).</p> <p>3.1.1. - See Ageing well section below</p> <p>4.1.4 - Continue to support the delivery of arts and cultural activity for children</p> <p>4.3.8. - provide signposting to cultural organisations e.g. Stopgap dance for those young people for whom dance is a more appropriate and attractive alternative to gyms</p>	
<p>Strategy for Ageing Well 2015 - 2018</p> <p>Priority 1 Older residents have opportunities to be involved socially and economically in their communities so that they are not socially isolated or excluded.</p> <p>Priority 3 Older residents, including those with additional needs and their carers, have access to clear trustworthy advice and information that enables them to be independent and in control of their lives.</p>	<p><i>The Arts and Cultural Services and Community Services work together to deliver the actions identified below</i></p> <p>P1.3 - Work with partners to continue the successful Waverley Arts Wellbeing programme</p> <ul style="list-style-type: none"> • Keepsake reminiscence project, Vit G Gardening project, Dementia Diaries, Singing for the Brain and intergenerational projects. • Godalming Museum oral history programme <p>P1.5 & P3.5- Older Adults have opportunities to volunteer</p> <ul style="list-style-type: none"> • Encourage cultural organisations to mine the wealth of experience and skills held by older people(cross reference with working with upcoming retirees staying active making use of their skills in the community). • Sign post cultural organisations volunteering opportunities • Develop programme of activity to combat loneliness with the Maltings <p>P1.6 & P3.1- Waverley is dementia Friendly</p> <ul style="list-style-type: none"> • Provide support for Dementia training and development of dementia friendly activities by cultural organisations (Cross reference P1.3) 	<p>Lead organisation WBC</p> <p>Resources WBC and partner investment</p> <p>Partners <i>Wellbeing Partnership Maltings Cranleigh Arts Godalming Museum Museum of Farnham Rural Life Centre Stopgap Dance Co Voluntary organisations</i></p>

	<p>P1.7 Farnham Memorial Hall is a Centre for community engagement</p> <ul style="list-style-type: none"> • Cultural organisations outreach activities reach the Memorial Hall • Explore leadership role that Maltings might take <p>P1.9 Transport needs of the Rural community will be improved for connectivity</p> <ul style="list-style-type: none"> • Cultural organisations will work with partners to ensure that transport needs are not a barrier to access. • Explore role Maltings touring programmes could play <p>P1.15 Physical activities for older people will be developed to support continued health and activity</p> <ul style="list-style-type: none"> • Cultural organisations will be encouraged or commissioned to provide social and creative physical activity opportunities e.g. Dance • <i>Reference Farnham making connections here</i> 	
<p>Affordable Homes Delivery Plan 2012 - 2017</p> <p>People are healthier, secure, have a sense of achievement and wellbeing as their housing needs are met.</p> <p>Affordable housing for local people and service personnel is in balance with the need to maintain the character of the borough's towns and villages</p>	<ul style="list-style-type: none"> • Development of Exemplar Design and Accessibility standard; in particular highlight contribution of artists/makers to developing the distinctiveness of the public realm/development 	<p>Lead organisation WBC</p> <p>Partners <i>Developers [commercial and social housing organisations Craft town Network</i></p>
<p>Surrey County Council Community Youth Service revised service</p> <p>Young people in areas of need achieve their ambitions and have the support to do this.</p>	<ul style="list-style-type: none"> • Collaborate with SCC Youth Service directly, and through Culture organisations SLA, particularly where they can support young people in the development of health, wellbeing, skills abilities and attributes e.g. sustaining music initiatives via Rhythmix • Develop networking events that bring cultural organisations and youth workers together to explore partnerships 	<p>Partner <i>Surrey County Council</i></p>

<p>Waverley Economic Strategy 2015 - 2020 -</p> <p>The Borough continues to enjoy economic prosperity and diversity while safeguarding and enhancing its attractive character and high quality of life</p>	<p><i>The Arts and Cultural Services and Economic Development teams work together to deliver the actions identified below</i></p> <p>Obj. 1 - Safeguard the Borough's attractive character and high quality of life</p> <ul style="list-style-type: none"> • Assist promotion of the rural economy (through supporting arts and craft fairs, farmers markets and protecting community and social facilities such as pubs and post offices. • Facilitate the development of Pierrepont Farm as a centre for affordable workspace for craft and rural industries <p>Obj. 2 - Maintain and enhance the attractiveness and vitality of main settlements</p> <ul style="list-style-type: none"> • Continue support for the Farnham Craft Town Initiative and seek out and support culture led initiatives that contribute to the vitality and distinctiveness of the towns and village. • Support Cultural organisations e.g. The Maltings and Cranleigh Arts Centre, the Museums, Rural Life Centre etc for their contribution to the vitality of communities [economic and social] in the borough. <p>Obj. 4 - Manage employment growth and continue to encourage higher skilled and well paid jobs.</p> <ul style="list-style-type: none"> • Strengthen links between local businesses and the University of the Creative Arts - knowledge sharing, secondments and placements and employment opportunities. • Encourage Cultural organisations to provide work placements/CPD for students and local artists <p>Obj. 5- Support Businesses</p> <ul style="list-style-type: none"> • Ensure that cultural businesses are included in actions that support business start up and social enterprise 	<p>Lead Body WBC</p> <p>Resources WBC grants and partnerships</p> <p>Partners <i>Rural Life Centre Open Studios LDF Countryside Preservation Trust</i></p> <p><i>Town Council Maltings & Museum New Ashgate Farnham Pottery As list UCA</i></p>
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	<ul style="list-style-type: none">• Enable 'pop up' initiatives that support fledgling businesses.• encourage cultural organisations to engage with Chamber of Commerce and other business networks	
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<p>Priority 3 - We will strive to protect and enhance the environment of Waverley</p> <ul style="list-style-type: none"> • Outcomes <ul style="list-style-type: none"> ○ The local plan is adopted and neighborhood plans are achieved across the borough supporting aspiration for managed development ○ Land owned by the Borough has been stewarded well ○ Waverley is a clean and sustainable Borough 		
<p>Outcome/strategy framework</p>	<p>Strategic Service delivery matrix [culture] Service Outcomes and actions.</p>	<p>Responsibility Resources, Delivery Partners</p>
<p>Local Development Framework Delivers required housing and community planning within the ambitions of the borough</p>	<ul style="list-style-type: none"> • Culture referenced in the Local Development Framework. • Proposed new development's cultural infrastructure needs identified using the TCPA good practice guide. • Develop space needs assessment on a development by development basis. • Adopt the benchmarks for local provision identified by ACE, MLAC Fields in Trust and Natural England.(update required) and use in negotiation with Developers • Use Section 106 and CIL negotiations to support the provision of facilities appropriate for cultural activity. New or to sustain existing facilities • Use Culture to engender a sense of community in new settlements and newly enlarged settlement. • Ensure that culture feeds into neighbourhood planning, develop protocols • Address issues of affordable housing for creative practitioners to ensure that talent does not face barriers to employment in the Borough. 	<p>Lead body WBC</p> <p><i>Partners - all cultural organisations Town and Parish Councils</i></p>
<p>Open Space, Sport and Recreation - Policy Options Use of quality opens space to underpin the quality of life - specifically supporting urban renaissance and rural renewal, promoting social inclusion and community</p>	<ul style="list-style-type: none"> • Borough council to promote local distinctiveness in amenity spaces (public parks, gardens and informal space) through use of creative community consultation and commissioning 	

<p>cohesion, health and wellbeing, Promoting more sustainable development</p>	<p>of bespoke street furniture and play equipment.</p> <ul style="list-style-type: none"> • Work with Landowners, National Trust, Woodland Trust, Canal and River Trust Parish Councils etc to develop innovative ways to use arts activities to interpret the landscape and natural environment for the enjoyment and increased access of the public. • Utilise knowledge from museums re heritage landscape to support initiatives 	
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Priority 4 - We will continue to provide excellent value for money that reflects the needs of our residents

- **Outcomes**

- Financial challenges [over the next four years] are managed through careful financial planning and management
- Service delivery has been maintained and enhanced.

Waverley Investment and strong partnerships leverages a wide range of inward investment across the range of services where culture plays an important role.

Key cultural organisations in the Borough thrive and play an important part in creating strong and distinctive communities. Borough investment is targeted and organisations are not reliant on Borough funding

Local organisations are supported and thrive, playing an important part in the vitality of their communities, creating a sense of belonging particularly in the larger settlements

- Continue participation in partnership groups e.g. Arts Partnership Surrey, Health and Wellbeing Partnership, ensuring that Borough investment is multiplied appropriately and local needs are fully reflected in annual delivery plans.
- Facilitate the work of the Health and Wellbeing Partnership in delivering its outcomes.
- Take a lead in Arts Partnership Surrey and other appropriate partnerships
- Use Borough resources, financial (revenue and capital) and human to ensure that cultural organisations thrive and can contribute to Council priorities.
- Maintain active relationships with the range of National and Regional Funders to ensure that investment in Cultural Infrastructure is maintained in the borough
- Capitalise on the presence of ACE National Funding Portfolio organisations and cultural institutions in the borough and use their expertise [management and fundraising] to support Waverley Cultural sector organisations
- Provide support to cultural and community organisations to enable them to achieve inward investment (fundraising, earned income etc) to enhance and extend cultural activity in the Borough. e.g. subscribe to Audience finder.
- Develop a strand of community capacity building activity that identifies community leaders that 'get things done', and

Lead Body WBC

Resources

WBC Elected members and Staff

WBC Grant Programme

ACE applications

HLF applications

County Council investment

CSR facilitation

Maltings

Cranleigh Arts Centre

Stoppap

New Ashgate

UCA

CH to check list

	<p>empower to create cultural actions that create a sense of place. (use established larger scale organisations to develop capacity)</p> <ul style="list-style-type: none">• Facilitate CPD for voluntary groups to support their sustainability.	
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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE AUDIT COMMITTEE - 13 SEPTEMBER 2016

SUBMITTED TO THE COUNCIL MEETING – 18 OCTOBER 2016

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

Present

Cllr John Gray (Chairman)

Cllr Nicholas Holder

Cllr Richard Seaborne (Vice Chairman)

Cllr Wyatt Ramsdale

Cllr Christiaan Hesse

Apologies

Cllr Mike Band and Cllr David Round

Also Present

Iain Murray and Julian Gillett from Grant Thornton

15. MINUTES (Agenda item 1.)

The Minutes of the last meeting of the Audit Committee held on 21 June 2016 were agreed as a correct record and signed.

16. APOLOGIES FOR ABSENCE (Agenda item 2.)

Apologies for absence were received from Councillors Mike Band and David Round.

17. DISCLOSURE OF INTERESTS (Agenda item 3.)

No declarations of interest were declared by Members at the meeting.

PART I – RECOMMENDATIONS TO THE COUNCIL

There are no matters for consideration under this category.

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.

18. AUDIT COMMITTEE WORK PROGRAMME (Agenda item 5.)

Gail Beaton, Internal Audit Client Manager, introduced the Audit Committee Work Programme and explained that in its current state, only recurrent items were included. In view of item 7 on the agenda for the meeting, the Chairman felt it

prudent to move forward with the document as it stood and add additional ad-hoc items at the next meeting in November 2016.

Councillors asked for reassurance from officers that the impact of the recent court case in Southwark regarding water rates would be included in the Risk Register due to come before the Committee in November 2016. Officers explained the situation and confirmed that this sort of unexpected court ruling was the type of matter that would be added to the Risk Register as it was updated on an ongoing rolling basis.

The Committee was also informed of the intention of officers to provide members with a briefing session on risk prior to the November 2016 meeting.

Graeme Clark, Director of Finance and Resource, would provide Cllr Hesse with a copy of the Risk Register reported to the Audit Committee to enable him to familiarise himself with the document.

Gail Beaton would remove the word `recurrent` from the title and mark each item individually as either `recurrent` or `ad-hoc`.

Members raised the issue of communication and expressed a desire to ensure residents were aware that the Council had a good risk management approach that was achieving results. The Chairman agreed and remarked that the visibility of the work of Audit was an important requirement under the Committees terms of reference. An item would be added to the next agenda on communication of risk management and the principles of risk.

The Audit Committee RESOLVED to;

1. Note the content of the work programme, and
2. Agreed to revisit the work programme at the next meeting

19. EXTERNAL AUDIT FINDINGS REPORT (Agenda item 6.)

Iain Murray of Grant Thornton introduced the External Audit Findings Report to the Committee. He was very happy to see the good work done by the Council in embracing the early close agenda and expected to have a full dry run in 2017/18 prior the mandatory earlier reporting regime coming into effect for 2018/19.

He explained that the Report highlighted the key issues affecting the results of Waverley Borough Council's Group and Council financial statements for the year ended 31 March 2016.

He praised the Council for the very high standard of the financial statements; for providing them in advance of the statutory deadline; and for supporting them with an excellent set of working papers. Some non-material issues had been identified but none of the adjustments had impacted the Council's reported position.

Three issues of deficiency had been identified in the Council's financial report. This included:

1. Housing Revenue Account (HRA) asset register;

The HRA asset register included five assets with a total value £297k, which had been demolished, converted or where ownership had transferred during the year. There was a risk that the HRA asset register had not correctly reflected the HRA asset base.

2. Pension Fund Liability;

The actuary (Surrey County Council Pension Fund) had provided Waverley with an incorrect estimation of 2015/16 benefits paid. The risk was that incorrect values provided by the actuary lead to a material misstatement of the Council's pension fund assets and liabilities.

3. Short term debtors and HRA rent arrears;

The total HRA tenant rents and cost debtor disclosed in the financial statements as £540k agreed to the trial balance from the general ledger but was not supported in full by the corresponding report form the Orchard internal I.T. system. This showed a balance of £455k. Officers were unable to provide a reconciliation for the £85k balance during the audit. The risk was that the housing rent arrears debtor in trial balance had been misstated.

It was noted that management had agreed to take the action proposed by Grant Thornton to rectify these issues as follows:

1. Housing Revenue Account (HRA) asset register;

Regular reconciliation of the properties on the HRA asset register to the Orchard housing system.

2. Pension Fund Liability;

Review information provided by Actuary to ensure it is was reasonable, in line with expectations and comparable with the prior year if appropriate.

3. Short term debtors and HRA rent arrears;

Carry out a reconciliation between the HRA tenants rent arrears control account and the Orchard rent system. Consider whether there were items on the general ledger control account which should be cleared and/or written off.

In response, Members asked that the management response to pension fund liability issue be strengthened in order that all third party data is comprehensively checked for accuracy.

Graeme Clark would strengthen the management response to the pension fund liability issue recorded in the Report.

Councillors also expressed concern at the cumulative general fund budget shortfall of £3m identified as a significant risk on page 24 of the Report (page 32 of the agenda pack). Officers explained that the shortfall was mainly due to the changes to funding under consideration by central government. It was noted that the Audit and Corporate Overview & Scrutiny Committees would need to work closely together on keeping a track on the issue.

The Chairman agreed and informed the Committee that he had already been in contact with the Leader of the Council to ensure the work of each committee was co-ordinated.

Closing with their `value for money` conclusion, Iain Murray explained that Grant Thornton were satisfied that, in all significant respects, Waverley had the proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources.

The Audit Committee RESOLVED to endorse the External Audit Findings Report.

20. STATEMENT OF ACCOUNTS (Agenda item 7.)

Graeme Clark introduced the Committee to the Statement of Accounts for the financial year ended 31 March 2016.

He thanked officers for their hard work in producing the Accounts to meet the early closure requirements without any major issues. Any learning identified would be fed into how the Finance Team handled the production of next year's statements. He also explained that he would be liaising with Iain Murray of Grant Thornton to ensure they too were able to complete a dry run of the early close requirements during 2017/18.

Graeme explained that the purpose of the Accounts was to help demonstrate the Council's accountability for public funds. They supported the Council's key objective of providing good value for money by showing how its resources had been utilised. There were three recommendations associated with the Accounts under the agenda item.

Recommendation 1 was to approve the Statement of Accounts. The Accounts and Audit Regulations 2015 set out the requirements for the production and publication of the annual Statement of Accounts. These regulations incorporated a statutory requirement to be approved by a resolution of a Committee of the relevant body by 30 September 2016.

It was also a requirement that the Council issued a Letter of Representation to its external auditors at the conclusion of the accounts (Recommendation 2).

Recommendation 3 fulfilled the obligation placed on the Council by International Audit Standards requiring the Committee to confirm that the 2015/16 accounts had been prepared on a `going concern` basis. Graeme explained that this concept was one of the core principals underpinning local authority accounting practice and referred to the assumption made that, when the Accounts were prepared, the organisation would continue to operate for at least 12 months following the accounting period in question.

The fourth recommendation under the agenda item was to agree to move the Audit Committee date in June 2017 to a date in late June or early July in order to carry

out a dry run of the early close requirements that were to become mandatory in 2018/19.

Members were positive about the dry run but did ask that a backup date be pencilled in to allow the June 2017 meeting to go ahead a couple of weeks later if required due to unforeseen circumstances preventing the earlier schedule being met.

An alternative date for the June 2017 meeting would be arranged to allow for any unforeseen circumstances preventing the earlier schedule being met.

The Audit Committee RESOLVED to;

1. Approve the Statement of Accounts for the financial year ended 31 March 2016; and to
2. Approve the Letter of Representation for 2015/16; and to
3. Confirm that the accounts had been prepared on an ongoing basis; and to
4. Move the Audit Committee date in June 2017 to July 2017 in order to carry out a dry run of the early close requirements that become mandatory in 2018/19

21. UPDATE ON INTERNAL AUDIT ANNUAL REPORT 2015-16 ACTIVITY EXCEPTION REPORT (Agenda item 8.)

Gail Beaton explained that at the previous Audit Committee meeting on 21 June 2016, Members had noted that the information contained in the Internal Audit Annual Report for 2015-16 had been comprehensive. However, they had requested an update on the current position of the areas raised in the Report designated as 'partial assurance' (amber red) as there had not been any 'no assurance' (red) areas given in the year being reported on.

Members were happy with the update but asked whether a column could be added to include due dates and persons responsible to the Report. Cllr Hesse was dissatisfied with the phrases and information used in the Report and expressed concern that the 'covalent' system used to produce the data was not comprehensive enough. Officers explained that some of the wording and classifications used may be different to those experienced by Cllr Hesse in his work outside of the council but that they were sure risks were being captured correctly and managed. Gail Beaton agreed to hold a one to one session with Cllr Hesse to show him around the covalent system.

The Audit Committee RESOLVED to note the status and progress made to strengthen the control environment as part of the activity completed by the Internal Audit Service in 2015-16.

22. PROGRESS ON THE INTERNAL AUDIT PLAN FOR 2016/17 (Agenda item 9.)

Gail Beaton advised the Committee that, following feedback received at the last meeting, the spreadsheets associated with the Report (attached as Annexe 1), had been simplified whilst at the same time included extra data (such as recording of the number of recommendations and the assurance opinion).

A new review was being included (shown in blue) on the plan for the Construction Industry Scheme to provide assurance that the system currently in operation was compliant with legislative and HRMC requirements.

Councillors were very happy with the revised spreadsheet format and explained that they found it much easier to navigate and understand.

The Audit Committee RESOLVED to note the progress for the Internal Audit Plan 2016/17 as attached at Annexe 1 and endorsed the proposed inclusion of the review shown in blue.

23. PROGRESS ON THE IMPLEMENTATION OF INTERNAL AUDIT RECOMMENDATIONS (Agenda item 10.)

Gail Beaton advised the Committee that its aim was to inform them of senior management's progress in implementing the recommendations raised by the Internal Audit Service following a review in their service areas. The Audit Committee was being asked to consider what action was required in respect of those recommendations that were overdue or appeared likely to be implemented later than the originally agreed target date.

Annexe 1 contained three items regarding the I.T. Service Desk that were due by 30 September 2016. Updating the figure recorded, Gail explained that the items were now 75% complete and that she expected them to be achieved by the due date.

The remaining item related to Pest Control Fees and Charges. There was no completeness check being done to ensure that all referrals had been completed or cancelled. The information required from the contractor to monitor cancellation activity would take longer than originally envisaged to resolve.

The Committee was happy to agree the extension to 30 October 2016 as requested but asked that the financial amount involved be quantified and reported in these Minutes. The quantified total annual income for Pest Control was £20,000.

The Audit Committee RESOLVED that, having identified the information in Annexe 1 and identified any action it wished to be taken, the implementation date for the recommendation listed in Annexe 2 be agreed.

24. ANNUAL GOVERNANCE STATEMENT (Agenda item 11.)

Graeme Clark advised the Committee that the AGS was a statutorily required document that had to be approved alongside the Statement of Accounts. Its purpose was to provide a summary of the beliefs and methods of the Council in the way in governed itself.

Councillors had spent a number of weeks developing the AGS with officers through several draft stages since the last meeting in June 2016. Cllr Hesse believed that the AGS lacked thoroughness; processes were not adequately described and that the use of language was poor.

Iain Murray reiterated that the AGS was not meant to be a thorough, technical document. The content was heavily prescribed by CIPFA and Grant Thornton was happy that the AGS presented at the meeting complied with requirements and was in keeping with the External Audit Findings Report. In light of the assurance received from officers and Iain Murray, Cllr Hesse explained that a lot of his earlier concerns had been allayed.

Overall, Members felt that the Annual Governance Statement was an opportunity to better convey the good work done in financial management and control, and would thus like to see improvements next year, especially with regard to reassurance on issues or situations that have been highlighted in public.

The AGS would undergo a final proof read before publication and it would be forwarded to Cllr Hesse for comment.

The Audit Committee RESOLVED to approve the attached Annual Governance Statement 2015/16.

The result of the vote was as follows:

For – 3
Against – 0
Abstain – 1

Total 4 Members present.

25. COUNTER FRAUD INVESTIGATION SUMMARY (Agenda item 12.)

Gail Beaton advised the Committee that the value of financial savings detailed in Annexe 1 for Quarter 1 of 2016-17 was £225,000 based on Audit Commission notional figures. However, these did not include the real value to Waverley as it cost on average £200,000 to build a new house. When tenancies were relinquished, they were then allocated to those on our housing waiting list who fulfilled the necessary criteria. Therefore, the investigation activities had resulted in savings of £800,000, not being required to replace those properties.

The Committee were very pleased with the progress being made and thanked Gail for the adjustments made to the formatting of Annexe 1 and the inclusion of financial values.

The Audit Committee RESOLVED to

1. Note the success of the investigation activity and continues to support the work being completed to safeguard Waverley's assets and ensuring that only those that are legitimately eligible to receive our services are successful; and
2. Note the Council's participation in the National Fraud Initiative to assist in identifying fraudulent activities.

26. OBSERVATIONS OF THE TRUSTEE REPORTS AND FINANCIAL STATEMENTS
(Agenda item 13.)

Graeme Clark advised the Committee that the meeting of the full Council was the trustee for both accounts and that its AGM takes place each October after the meeting of full Council. Following a request in 2015, the Audit Committee had been given the right to see each set of draft trust accounts prior to the AGM so that it may forward its observations to the trusts before they those accounts were approved.

Councillors were confused by the bracketing of large numbers in the accounts. Officers reassured them that it was a quirk of these accounts that bracketed numbers stood for positive figures rather than negative for which brackets are often used.

Iain Murray explained that Grant Thornton had looked at aspects of the trust accounts that had had a material impact on Waverley's own accounts as part of the External Audit Findings Report.

Members requested that one of the observations to be passed on to the trusts be that the `reserves policy` in each set of accounts be more specific than `reasonable` in order to be more meaningful.

The Audit Committee RESOLVED that its observations be recorded in the Minutes of the meeting and agreed the Chairman present these observations as part of the presentation of the Minutes of this meeting to the next full Council and at the Trusts AGM on 18 October 2016.

The meeting commenced at 7.01 pm and concluded at 9.36 pm

Chairman

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE LICENSING AND REGULATORY COMMITTEE - 22 SEPTEMBER
2016

SUBMITTED TO THE COUNCIL MEETING – 18 OCTOBER 2016

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

Present

Cllr Simon Inchbald (Chairman)
Cllr Patricia Ellis (Vice Chairman)
Cllr Carole King

Cllr Robert Knowles
Cllr Bob Upton

Cllr Nick Williams (Substitute)

Apologies

Cllr Maurice Byham, Cllr John Fraser, Cllr Tony Gordon-Smith, Cllr Mike Hodge, Cllr Peter Isherwood, Cllr Anna James and Cllr Libby Piper

8. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 7 July 2016 were confirmed and signed.

9. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (Agenda item 2.)

Apologies for absence were received from Councillors Maurice Byham, John Fraser, Tony Gordon-Smith, Mike Hodge, Peter Isherwood, Anna James and Libby Piper. Cllr Nick Williams attended as a substitute.

10. DECLARATIONS OF INTEREST (Agenda item 3.)

There were no declarations of interest.

LICENSING ACT 2003 ITEMS

There were no items to report under this heading.

OTHER LICENSING ITEMS

PART I – RECOMMENDATIONS TO THE COUNCIL

There were no items to report under this heading.

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.

11. LICENSING SUB-COMMITTEE 'A' APPOINTMENT (Agenda item 6.)

RESOLVED that the appointment of Cllr Anna James to the Licensing Sub-Committee A be confirmed.

12. MINUTES OF THE MEETING OF THE LICENSING (GENERAL PURPOSES) SUB-COMMITTEE (Agenda item 7.)

RESOLVED that the Minutes of the Meeting of the Licensing (General Purposes) Sub-Committee held on 7 July 2016 be noted.

13. MINUTES OF THE MEETINGS OF THE LICENSING ACT 2003 SUB-COMMITTEES (Agenda item 8.)

RESOLVED that the Minutes of the Meetings of the Licensing Act 2003 Sub-Committees held on 4 and 18 July 2016 and 22 August 2016 be noted.

The meeting commenced at 10.00 am and concluded at 10.05 am

Chairman

WAVERLEY BOROUGH COUNCIL

COUNCIL MEETING – 18 OCTOBER 2016

LOCAL GOVERNMENT AND HOUSING ACT 1989

LOCAL GOVERNMENT (COMMITTEES AND POLITICAL GROUPS) REGULATIONS 1990

1. The Council is under a duty to review the allocation of seats on the principal Committees, namely the two Overview and Scrutiny Committees and the Regulatory Committees, i.e. the Licensing and Regulatory Committee and the Joint Planning Committee, at, or as soon as practicable after, any change to the political composition of the Council. Calculations giving the allocation of seats are set out below.

2. Following the recent resignation of Councillors Paddy Blagden and David Munro and the resulting by-elections, Cllrs Jerry Hyman and John Ward have been elected to the Council as Farnham Residents. The Conservative and Farnham Residents Groups are both registered under the provisions of the Local Government and Housing Act 1989. There is one Independent Member of the Council.

Following the recent sad death of Cllr Brian Ellis, there is currently one vacancy on the Council which will be filled at a by-election on a date yet to be arranged. The political breakdown of the Council is now:-

Conservative Group	Farnham Residents	Independent	Vacancy
50	5	1	1

3. To calculate the allocation of seats on principal committees, it is necessary to proceed as follows:-

- (i) Total number of seats on all relevant committees – 72
- (ii) Proportion that each registered political group forms of the total membership of the Authority in accordance with the above registration:-

Conservative Group	Farnham Residents	Independent	Vacancy
87.72 %	8.772 %	1.754 %	1.754 %

- (iii) Apply proportions to the relevant Committees to arrive at a total share of seats:-

Conservative Group	Farnham Residents	Independent	Vacancy
63 (by rounding)	7 (by rounding)	1 (by rounding)	1 (by rounding)

- (iv) Apply proportions to each principal committee to give a provisional entitlement:-

Committee	No. of Seats	Conservative Group	Farnham Residents	Independent	Vacancy
Overview and Scrutiny:					
1. Corporate	15	13	2	0	0
2. Community	15	13	1	1	0
Others:					
3. Licensing & Regulatory Committee	12	11	1	0	0
4. Joint Planning Committee	23	20	2	0	1*
5. Audit	7	6	1	0	0
	<u>72</u>	<u>63</u>	<u>7</u>	<u>1</u>	<u>1*</u>
Standards Panel	8 (+1)	8	1		

[*a vacancy will remain on the Joint Planning Committee until the outcome of the by-election is known and the political proportions are updated again at the next Council meeting].

4. It is necessary to re-appoint the Waverley members on the Surrey County Council Local Committee for Waverley (serviced by the County Council) on which Waverley has an entitlement of nine seats. Based on proportionality calculations, the entitlements are as follows:-

Committee	No. of Seats	Conservative Group	Farnham Residents	Independent	Vacancy
SCC Local Committee	9	8	1	0	0

5. The Area Planning Committees are calculated differently because a separate proportionality calculation is made for each area. As a result of the recent by-elections in Farnham Castle and Farnham Shortheath and Boundstone Wards, the entitlements for the Western Area are now as follows:-

Committee	No. of Seats	Conservative Group	Farnham Residents	Independent	Vacancy
Western Area Planning	13	9	3	1	0

6. There will be a resulting vacancy on the Eastern Area Planning Committee as a result of the death of Cllr Brian Ellis but this will remain a vacancy as it cannot be filled until after the by-election when a new member for Cranleigh West ward is elected. However, a new Chairman and Vice-Chairman (for the

Eastern and Central Area Planning Committees) are identified in the membership lists attached.

Recommendation

It is recommended that the principal and Area Planning Committees, together with the Surrey County Council Local Committee, be reappointed with revised memberships as set out in the Annex, to be further amended following the outcome of the upcoming by-election.

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ANNEXE 1

LOCAL GOVERNMENT AND HOUSING ACT 1989
LOCAL GOVERNMENT (COMMITTEES AND POLITICAL GROUPS)
REGULATIONS 1990

Committee	Conservative	Farnham Residents	Independent
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Overview and Scrutiny Committees

<u>Corporate</u> (15)	Cllr Mike Band Cllr Patricia Ellis Cllr Pat Frost Cllr Michael Goodridge *	Cllr John Williamson # Cllr Jerry Hyman	
	Cllr Christiaan Hesse Cllr Stephen Hill Cllr Peter Isherwood Cllr Denise Le Gal Cllr Peter Martin Cllr David Round Cllr Richard Seaborne Cllr Bob Upton Cllr Ross Welland		
	<u>Substitutes</u>	<u>Substitute</u>	<u>Substitute</u>
	Cllr Anna James Cllr Nicholas Holder Cllr Nick Williams	Cllr John Fraser	
<u>Community</u> (15)	Cllr Maurice Byham Cllr Carole Cockburn Cllr Mary Foryszewski Cllr Val Henry Cllr Nicholas Holder Cllr David Hunter Cllr Denis Leigh Cllr Sam Pritchard Cllr Wyatt Ramsdale Cllr Simon Thornton Cllr Ross Welland Cllr Liz Wheatley * Cllr Nick Williams	Cllr Jerry Hyman #	Cllr Andy MacLeod
	<u>Substitutes</u>	<u>Substitutes</u>	
	Cllr Anna James Cllr Richard Seaborne Cllr Christiaan Hesse	Cllr John Williamson	

Committee	Conservative	Farnham Residents	Independent
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**Regulatory
Committees**

Licensing and
Regulatory (12)

[NO CHANGE]

Cllr Maurice Byham
Cllr Patricia Ellis *
Cllr Tony Gordon-Smith
Cllr Mike Hodge
Cllr Simon Inchbald #
Cllr Peter Isherwood
Cllr Anna James
Cllr Carole King
Cllr Robert Knowles
Cllr Libby Piper
Cllr Bob Upton

Substitutes

Cllr Nick Williams

Cllr John Fraser

Substitutes

Cllr John Williamson

Committee	Conservative	Farnham Residents	Independent
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<u>Joint Planning Committee (23)</u> [1 vacancy]	Cllr Brian Adams	Cllr Jerry Hyman	
	Cllr Mike Band	Cllr John Ward	

	Cllr Maurice Byham *		
	Cllr Carole Cockburn		
	Cllr Kevin Deanus		
	Cllr David Else		
	Cllr Mary Foryszewski		
	Cllr Pat Frost		
	Cllr John Gray		
	Cllr Christiaan Hesse		
	Cllr Stephen Hill		
	Cllr Nick Holder		
	Cllr David Hunter		
	Cllr Peter Isherwood #		
	Cllr Anna James		
	Cllr Stephen Mulliner		
	Cllr Jeanette Stennett		
	Cllr Stewart Stennett		
	Cllr Chris Storey		
	Cllr Nick Williams		

Central Area Planning (14) (13 + Chairman from Eastern)	Cllr Andrew Bolton		
	Cllr David Else #		
	Cllr Nick Holder		
	Cllr David Hunter		
	Cllr Anna James		
	Cllr Denis Leigh		
	Cllr Peter Martin		
	Cllr Tom Martin		
	Cllr Stefan Reynolds		
	Cllr Simon Thornton		
	Cllr Bob Upton		
	Cllr Liz Wheatley		
	Cllr Nick Williams		

Eastern Area Planning (13) (12 + Vice-Chairman from Central)	Cllr Mike Band		
	Cllr Maurice Byham *		
	Cllr Kevin Deanus		
	Cllr Patricia Ellis		
	Cllr Mary Foryszewski		
	Cllr Michael Goodridge		
	Cllr John Gray		
	Cllr Val Henry		
	Cllr Richard Seaborne		
	Cllr Jeanette Stennett		
	Cllr Stewart Stennett		
Vacancy			

Committee	Conservative	Farnham Residents	Independent
Western Area Planning (14) (13 + Chairman of Southern)	Cllr Carole Cockburn * Cllr Pat Frost Cllr Jill Hargreaves Cllr Stephen Hill Cllr Mike Hodge Cllr Martin Lear Cllr Julia Potts Cllr Sam Pritchard Cllr Christopher Storey	Cllr John Fraser Cllr Jerry Hyman Cllr John Williamson	Cllr Andy MacLeod
<u>Audit (7)</u>	Cllr Mike Band Cllr John Gray # Cllr Christiaan Hesse Cllr Nicholas Holder Cllr David Round Cllr Richard Seaborne *	Cllr Jerry Hyman	
<u>SCC Local Committee</u> (9 Waverley) (operates under SCC Standing Orders)	Cllr Brian Adams Cllr Carole Cockburn Cllr Val Henry Cllr Denis Leigh Cllr Julia Potts Cllr David Round Cllr Richard Seaborne Cllr Jeanette Stennett	Cllr Jerry Hyman	

indicates nomination for Chairman

* indicates nomination for Vice-Chairman

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